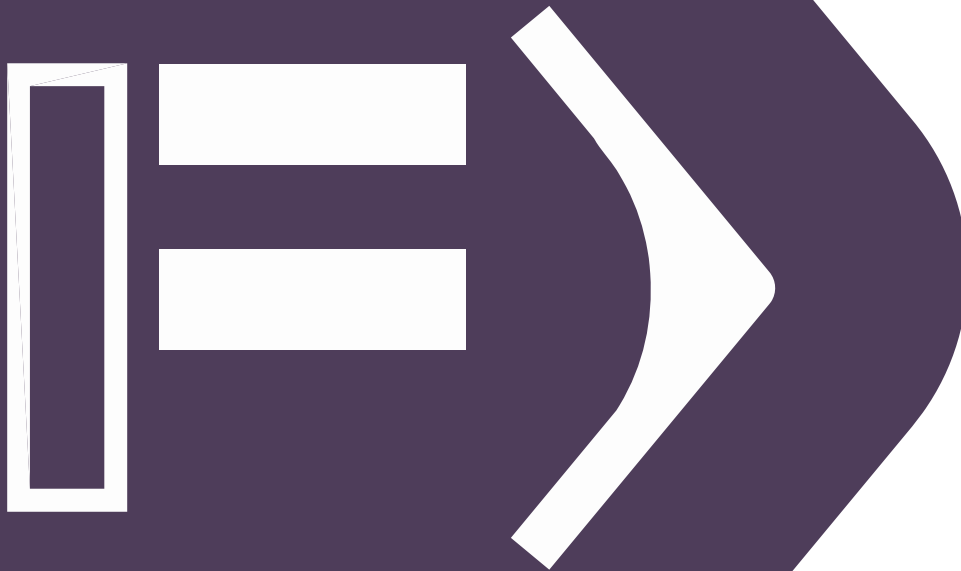


NDSU **ADVANCE** **FORWARD** 
at North Dakota State University

ANNUAL REPORT YEAR 2*

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R. Craig Schnell, PI
Canan Bilen-Green, Director
Ann Burnett, Co-Director
Julie Nash, Project Specialist

* Data tables updated, fall 2010

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SECTION I. Summary Overview

The second year of NDSU's Advance FORWARD was characterized by increased momentum created through expanded programming and other project activity aimed at improving the climate for women faculty and at institutional transformation. Several "micro-signals" point to early but notable progress. One such signal was the outcome of the most recent promotion and tenure reviews. Seven women were promoted to full professor (effective fall 2010); three of the newly promoted women have significant roles in the Advance FORWARD project (six of the seven are also tenured). This was the largest number of women ever promoted to full professor at one time at NDSU and represented 64% of those promoted to full professor this year. This increase in women full professors will be reflected in our annual report for Year 3.

Other signals of change include the appointment of two women as part-time assistant deans (Reed in Science and Math and Wolf Hall in the Graduate School), the appointment of Froelich as director of the MBA program in the College of Business, and the increase in Burnett's appointment as director of women and gender studies to full-time (all four of these women are active Advance FORWARD Team members). At the end of the spring semester Bilen-Green was inducted into the Tapestry of Diverse Talents, a campus-wide program, that recognizes students, faculty, staff and alumni for the diversity and contributions they bring to North Dakota State University. Bilen-Green's recognition was based in large measure on her leadership and work in the Advance FORWARD project. These achievements, coupled with the expanded project programming and activity, have enhanced the visibility of Advance FORWARD and its goals significantly during this past year.

The project's continued institutional support – despite the budget issues and leadership changes – was a significant contributor to the progress made during Year 2. The funding provided by NDSU for Advance FORWARD grants in Year 2 demonstrated the institutional commitment to this project and its goals (institutional funding for these grants was almost double the amount provided by Advance funding - see Appendix A). Such support is clearly important, not only to the professional development of individual faculty women who are the recipients, but to the ultimate institutionalization of these efforts as well.

The Advance FORWARD narrative report for Year 2 documents in detail the work that has been done this past year. The appendices contain data that illustrate the narrative portion of this report and also includes documentation of plans already underway for Year 3 (Appendix B). The challenges faced during the second year of this project demonstrated – as did the challenges of Year 1 – that resilience, persistence, and commitment are essential to the ultimate achievement of the project's long term goals.

SECTION II. NDSU Advance FORWARD Management

This section of the report provides a listing of grant personnel and their duties and mention of the budget report for Year 2 that will be submitted at the end of August. In addition to the personnel listed in this section, others who have had significant involvement in the Advance FORWARD project during the past year are listed in the relevant section of the report.

A. Project Management and Structure

1. NDSU Advance FORWARD Leadership Group

- Dr. Craig Schnell, Provost, principal investigator
- Dr. Canan Bilen-Green, Industrial and Manufacturing Engineering, co-PI and project director
- Dr. Ann Burnett, Women and Gender Studies, co-PI and project co-director
- Dr. Gary Smith, Dean, College of Engineering and Architecture, co-PI
- Dr. Kevin McCaul, Dean, College of Science and Mathematics
- Dr. Elizabeth Birmingham, English - coordinator, Campus Climate initiative
- Dr. Charlene Wolf-Hall, Veterinary and Microbiological Sciences - coordinator, Advancement and Leadership initiative
- Dr. Donald Schwert, Center for Science and Math Education – budget officer

The leadership group has become a smaller group during Year 2 to enhance communication and in response to a recommendation from the External Advisory Board. Bilen-Green and Burnett served as co-project directors. They met frequently with Schnell and actively oversaw and coordinated the day-to-day project work. During spring 2010, Bilen-Green assumed primary oversight of the project while Burnett's work focused on several specific project endeavors including some research efforts. Smith and McCaul provided feedback on project activities and leadership at project events. Birmingham focused her efforts on the campus climate initiatives. This year, she also worked on outreach efforts with Native American faculty and administrators in tribal colleges in North Dakota. Wolf-Hall worked with the LEAP research grant application process as well as recruitment of individuals on campus to attend various leadership training workshops. Schwert continued to oversee the grant budget and finances.

2. Project Staff

- Ms. Angela Bachman, faculty recruitment assistant
- Dr. Dana Britton, Kansas State University, external evaluator (effective spring 2010)
- Ms. Ramona Danielson, North Dakota Data Center, evaluation support
- Ms. Ruthann Faulkner, office support
- Mr. Guy Hokanson, web support
- Dr. Sandra Holbrook, project consultant
- Ms. Julie Nash, project specialist

Nash has served as project specialist for a little over a year. Her role has been to assist Bilen-Green and Burnett with day-to-day project activities including office assistance, workshop coordination, activity evaluation, and graduate student hiring and supervision. Bachman initially was located in the Office for Equity, Diversity and Global Outreach. Because Bachman's work involves only faculty (assisting faculty search committees with recruitment and providing them training – especially in STEM disciplines as well as identifying ways to increase applicant pools), her position was transferred to the Provost's Office in the fall of 2009. The placement of this position there provides more direct opportunities for support and guidance regarding faculty matters since faculty-

related matters are the focus in that office. Faulkner assisted with the grant budget and finances on a day-to-day basis, and Hokanson maintained and updated the Advance FORWARD website and videotaped various grant activities. Danielson, in her position with the North Dakota Data Center, analyzed our baseline work-life survey, drafted a report, and presented the results at a Brown Bag seminar. As of February 2010, we secured a contract with Britton, Kansas State University, to serve as the external evaluator; she replaced Dr. Frances Lawrenz, University of Minnesota, who was unable to serve as the external evaluator due to other time commitments. Holbrook, Director Emerita of the NDSU Office for Equity and Diversity and a member of the Advance FORWARD Committee since its inception, worked on an hourly basis to prepare materials for the web site, write articles for *It's Happening at State* (the campus staff and faculty newsletter), and compile and edit quarterly and annual reports.

In addition to the project staff listed above, in May 2009, we hired three graduate students as Advance FORWARD Scholars: Rachel Benz, master's student in Counselor Education; Yasaman Kazemi, master's student in Industrial Engineering; and Brittany Ziegler, doctoral student in Biological Sciences. They began their part-time appointments in the fall semester 2009. These scholars assisted in the work of the NDSU Advance FORWARD project while gaining research and administrative skills. Scholars were expected to devote 20 hours per week with at least 10 hours per week on campus. They worked on a variety of projects that involved research and data collection, organization of databases, and event planning. Despite their accomplishments, maintaining suitable assignments for them on a consistent basis throughout the year was a challenge.

In response to a call this spring for applications for 2010-11 Advance FORWARD Scholars, we received 15 applications. Unfortunately, none of the applicants met the stated Advance FORWARD project objective of employing women doctoral candidates in STEM disciplines to develop research and administrative skills. Thus, no Scholars were hired for the coming year. As an alternative way to provide needed project support for the 2010-11 year, members of the Advance FORWARD team will hire students in their fields where necessary and with approval of the project director and budget officer.

3. Advance FORWARD Faculty Personnel with assigned duties, 2009-2010

- Dr. Kevin Brooks, English -- coordinator for the Advocates and Allies program
- Dr. Karen Froelich, Business – co-chair, Commission on the Status of Women Faculty
- Dr. Kalpana Katti, Civil Engineering – grant programs
- Dr. Rhonda Magel, Statistics, co-PI - data analyst for annual faculty salary survey
- Dr. Christi McGeorge, Human Development and Family Science - coordinator, internal evaluation
- Dr. Wendy Reed, Biological Sciences - coordinator, junior faculty cohort mentoring program
- Dr. Christina Weber, Sociology - co-chair, Commission on the Status of Women Faculty

Brooks coordinated the Advocates program in which eight male faculty members, each representing one of the academic colleges on campus, developed skills and insights -- through specific training -- to serve as advocates for NDSU Advance FORWARD as well as for women faculty on campus. Froelich and Weber, using the theoretical frame of unstructured spaces outlined in the grant, are co-directing the Commission on the Status of Women Faculty in cooperation with Schnell. Katti assisted with the Climate and Leap lab renovation grants. Reed, along with Schwert, coordinated the cohort mentoring groups for junior faculty. Magel served as the key analyst for the annual faculty salary study. The duties of the initiative coordinators continued to evolve during the second year of the project. McGeorge assumed responsibility for the internal evaluation efforts.

4. Additional Advance FORWARD Committee members who participate in the monthly Advance FORWARD meetings and work on various aspects of the project where their expertise is relevant:

- Ms. Evie Myers, Vice President for Equity, Diversity and Global Outreach
- Ms. Kay Sizer, Manager of Faculty Development and Special Projects in Research, Creative Activity, and Technology Transfer (RCATT).

B. Budget

During Year 2 Bilen-Green and Schwert continued to provide oversight of the Advance FORWARD budget. Since there are significant expenditures planned for this summer for such items as summer salaries, training, and travel, a detailed budget update will be provided with the fourth quarterly report at the end of August.

SECTION III. Project Activities and Accomplishments

A. Commission on the Status of Women Faculty

1. People

- a. Ed Deckard, Professor of Plant Sciences, was appointed to replace David Saxowsky who resigned due to appointment as interim department chair and the subsequent increase in his responsibilities. Bilen-Green moved to ex-officio status on the Commission, and Schnell named Froelich and Weber as co-chairs. Weber was on sabbatical leave during spring semester 2010, and Reed shared leadership of the Commission with Froelich during this time.
- b. Interim President Hanson attended a Commission meeting to learn about CSWF and its initiatives at the invitation of Commission members; he extended his support.

2. Policy Changes Proposed

- a. To Policy 103: Equal Opportunity/Affirmative Action Policy on the Announcement of Position Openings – formal policy change request to 103.2, 103.4, and 103.4.4 directed at requiring internal part-time administrative appointments to be advertised, opening the process to a broader set of individuals to be considered for these stepping stone opportunities. This policy change was

forwarded to Policy Coordination Committee (PCC) for routing to the newly approved Faculty Senate, where it will be on the agenda in the fall.

- b. As part of this endeavor, President-elect of University Senate who serves as a PCC member briefed the Commission on the process of policy change at NDSU. Problems with the process and needed changes were discussed, with optimism that modifications to the current process would be forthcoming; the Commission expects to play a role in shaping the modifications.

3. Policy Changes Considered

- a. University PTE Policy 352 – the document was examined and discussed by CSWF subcommittee; recommendations were discussed by entire CSWF; consensus leans toward need for clear policy that is followed rather than greatly changed policy. Reed will take first cut at looking through the policy for needed clarifications; an appropriate vehicle for training PTE committee members is being sought.
- b. Family leave policy – representatives of two units currently working on family leave policies were invited to CSWF meeting to introduce their efforts. A proposal from the College of Human Development and Education has considerable legwork already accomplished, including investigating policies at other schools and relevant NDSU and State Board policies as well as state and federal laws; the proposal could serve as a model for other units on campus and has the support of CSWF.

4. Department Gender Equity Award

The Commission developed a process for making a Department Gender Equity Award. Two departments were nominated, each by its respective dean. The Department of Biological Sciences was chosen as the first recipient of this award. The award will be formally granted at an early fall kick-off event and celebration to begin the new academic year (the event is tentatively scheduled for September 2 or 3); the event will also celebrate notable accomplishments/achievements of the past year, and in the process, spread the word about Advance FORWARD to an even broader campus audience.

B. Climate Project Activities

1. Gender Climate Training

One of the goals of our grant was to offer each year a variety of training/informative sessions focused on issues of climate. All of the sessions offered during this second year of the grant (and described below) were intended to help the campus develop a vocabulary for discussing climate and the gender/race issues that create our campus climate and to identify both institutional and individual solutions to the issues we face.

We offered five specific events open to the campus and a sixth opportunity specifically for a few individual departments. These events were positively evaluated by faculty who attended.

- a. **New faculty orientation:** Advance FORWARD's informational and interactive training at the new faculty workshop is the most popular activity at the new faculty

- orientation. On August 18, 2009, Burnett, McCaul and McGeorge delivered a one-hour training introducing new faculty to the Advance FORWARD program and its goals and inviting participation in discussion about campus climate issues. Because these participating faculty were new to the campus, the workshop enlisted input about climate problems and solutions at past institutions, focusing on individual responses and solutions and offering Advance FORWARD's work as a potential institutional response to climate issues at NDSU. The session introduced Advance FORWARD to new faculty and received such positive feedback that it is being expanded to 1.5 hours for the coming fall.
- b. Virginia Valian's fall visit:** On Friday September 25, 2009, Dr. Virginia Valian of CUNY's Hunter College delivered to the campus community a number of related training sessions focused on issues of climate. The sessions served several different populations:
- A research talk titled "Addressing Gender Equity" was open to the entire campus community.
 - A lunch presentation, "Analyzing and Correcting Visible and Hidden Gender-Equity Problems," was open to all faculty and administrators and was followed by questions and discussion.
 - A workshop for faculty, "Individual Action for Gender Equity" was advertised as "gender climate training, especially useful to new faculty."
- c. Presentations by External Advisory Board members Christine Hult and Susan Carlson:** Two members of Advance FORWARD's external advisory board offered back-to-back lunch workshops. Sharing information and data from their own experiences as ADVANCE project PIs, Drs. Hult and Carlson offered insight on campus climate and the ways ADVANCE project programs can and do warm chilly climates.
- On August 27, Dr. Christine Hult, Associate Dean, College of Humanities, Arts, & Social Sciences, Utah State University spoke on "Low Cost High Impact: Suggestions for Warming the Campus Climate for Women."
 - On August 28, Dr. Susan Carlson, Associate Provost for Faculty Advancement and Diversity, Iowa State University, spoke on "An Architecture for Institutional Transformation at ISU: People and Policy, Data and Dissemination."
- d. Mark Chesler's fall visit:** Chesler, Professor of Sociology from University of Michigan and member of Michigan's STRIDE team, visited campus on November 19-20, 2009. The central purpose of his visit was to provide training for NDSU's Advance FORWARD Advocates, but in addition, he
- gave a luncheon presentation "Working Toward Gender (and Race) Equity on Campuses" to which the campus community was invited;
 - conducted a workshop for deans and department chairs/heads; and
 - met with interested male faculty members in a session that provided an opportunity for discussion and training on issues of gender and climate.
- e. Joey Sprague Pedagogical Luncheon:** Dr. Joey Sprague, Professor of Sociology at the University of Kansas, delivered a pedagogical luncheon sponsored by Advance FORWARD, March 11, 2010. Titled, "Gender & the Evaluation of Teaching: What We Can't Count Can Hurt Us," Dr. Sprague's luncheon talk supported a series of workshops on gender and student evaluations of teaching. The lunch workshop

underscored for the participants the connections among gender, the evaluation of teaching, and subtle discrimination and climate issues.

- f. Finally, during the week of the External Advisory Board visit in August 2009, Advance FORWARD scheduled meetings with departments in the home disciplines of board members, offering opportunities for departments to interact with experts on issues of climate and improving departmental climate. These visits afforded five colleges or departments and several individuals with opportunities for meetings with a member of the EAB.
- Laura Kramer – Sociology
 - Susan Carlson – Provost
 - Christine Hult – English
 - Kathleen Slobin – Froelich and women Business faculty
 - Jennifer Sheridan – Bachman, Bilen-Green, Burnett, and Nash
 - Ruth Maki – Psychology

2. Academic Administrator Training

In addition to gender and climate training for the whole faculty, Advance FORWARD offered opportunities for academic administrators to interact with each other around issues of gender and climate. Advance FORWARD sponsored a number of speakers, workshops, and activities for chairs, heads, and deans often drawing on speakers who were providing other Advance FORWARD sponsored presentations or programs.

- a. **Administrator Fall Orientation:** On August 18, 2009, the Provost convened a session for academic administrators. Deans Gary Smith and Kevin McCaul joined department chair Rhonda Magel and Advance FORWARD team member Birmingham to deliver a 2.5 hour orientation to the Advance FORWARD program and the ways in which academic administrators can impact climate in their units. Forty-six department chairs/heads gathered to learn about 12-indicators data and Advance FORWARD's goals, to discuss climate issues in their own departments, and to begin to share resources and responses to climate concerns. Overall, participants found the training effective and useful. Discussion and session evaluations indicated that chairs and heads seemed to be seeking fairly immediate solutions which Advance FORWARD saw as positive.
- b. **Virginia Valian's visit:** Two activities included in Virginia Valian's visit directly supported the work of academic administrators:
- A breakfast for deans, vice presidents and other administrators with a presentation entitled "Gender Equity Activities – A Road Map w/ Accountability Principles."
 - A workshop: "Accountability Principles and Actions for Chairs/Heads."
- In addition, administrators were encouraged to attend and participate in the workshop lunch and talk described above.
- c. **Mark Chesler's visit:** On November 20, 2009, the Advocates sponsored meetings with deans and department chairs. Evaluations included strong positive and strong negative feedback; meetings with sub-groups needed clear agendas, but some participants were impressed with key insights and Chesler's overall

demeanor.

- d. **Joey Sprague:** Sprague met specifically with academic administrators including the Provost. As a result of these positive meetings, the Provost has charged an ad hoc committee with the work of revising Student Ratings of Instruction to better evaluate teaching and to demonstrate an awareness of the places that gender-related bias can creep into instruments that are not carefully constructed.

3. **Advocates and Allies Program**

The second year of the Advocates and Allies component of the project involved a variety of efforts and accomplishments. These included the following:

- a. During the Summer of 2009 Brooks (as Advocate facilitator) reworked Safe Zone training document to meet Advocates and Allies needs (Safe Zone is a training provided regularly on campus to help faculty and staff be supportive of Gay, Lesbian, Bi-Sexual and Transgender community members).
- b. In late August the Advocates had their first meeting of new academic year; the group provided substantial feedback on Brooks' document and made plans to offer a trial or "beta" training session. The group decided on a 30-minute presentation whose objective would be men talking to men about male privilege, campus climate, and what we can do about both, particularly within our departments and colleges. The goals of the training included:
 - Understand Advance FORWARD: NSF Grant for Institutional Transformation.
 - Understand 5 goals of NDSU Advance FORWARD and develop strategies for meeting those goals.
 - Provide questions to ask about departmental climate. Develop strategies for acting effectively in your department, college, or the university.
 - Understand the paths of least resistance and what you can do about them.
- c. In late September the Advocates offered the first "beta" training attended by seven allies: 4 from the College of Engineering and Architecture, 2 from the College of Arts, Humanities, and Social Sciences, and 1 from the College of Science and Mathematics. Feedback was generally positive and constructive.
- d. In mid-October the Advocates met to respond to feedback, plan a second workshop with Allies, and plan for visit from external consultant, Dr. Mark Chesler. The second beta training was held in late October; 2 from the College of Engineering and Architecture, 1 from the College of Human Development and Education, 1 from the College of Arts, Humanities and Social Sciences and 1 from the College of Science and Mathematics attended. This training was less successful than the first; there was a different mix of individuals present and a poor room configuration. The Advocates learned the importance of the space in which the training is held and also the importance of working carefully as a team.
- e. In mid-November the Advocates had a full-day workshop with Dr. Mark Chesler, a member of the University of Michigan STRIDE team. Prior to his on-campus visit, Advocates sent him their training materials, a video of first training session, and materials related to the NSF grant. Chesler provided feedback on these

materials and ideas for further development and improvement. Chesler recommended that Advocates provide more structure to our training. The group talked through and generally liked a model that might include a more data-driven 45-minute presentation followed by case-study discussion. He recommended eliminating “open discussion.” The Advocates identified a strong interest in their group to develop sub-trainings on mentoring and training search committees. These interests have been important to the group from the beginning, and they came to the conclusion that a training dedicated to “climate” might not be sufficient.

During Chesler’s visit the Advocates functioned as host/sponsor for public meetings and talks for:

- deans
 - department chairs/heads
 - a public address to the campus
 - a session with male faculty, and
 - a wrap-up with Advance FORWARD Team
- f. In early December the Advocates met to reflect on what they had learned, the importance of building their own sense of team (a point Chesler emphasized: know and trust one another), and identified teams to work on three training modules: for climate, recruiting and hiring, and retaining and mentoring.
- g. Early in January Green (along with Bachman and Nash) attended an NSF sponsored workshop presented by WISELI on faculty recruitment. When the Advocates met in later in January, he reported that his sub-group was making progress on the development of a training module related to recruiting, and during this meeting the group began to identify likely faculty men to recruit as Advocates.
- h. Brooks, working with Bilen-Green, distributed a call for new Advocates and by early March five applications were received. Although all five were considered good prospects, the applications raised several questions for discussion among the Advocates: Do Advocates need to be tenured (or is advanced Assistant Professor sufficient)? Can department chairs serve as Advocates?

In late April five new Advocates were selected to join the initial eight who elected to continue their service as Advocates for the coming year. The new Advocates were invited to join a sub-group of their choice. The subgroups continued to struggle, and a previously scheduled May workshop was cancelled. Developing the three training modules will be important summer work, and a schedule of workshops for the fall will need to be established. The mentoring sub-group may work with Advance FORWARD Team to establish a training for new full professors. Tom Stone Carlson will replace Kevin Brooks as facilitator for the coming year.

4. Faculty Recruitment Efforts

- a. Following extensive research of other ADVANCE institutions, peer institutions and research publications, Bachman developed a variety of materials for use with campus search committees and department administrators. Bachman met

throughout the year with search committees and search committee chairs to clarify procedures and continued to serve as a campus resource regarding faculty recruitment. She averaged 34 weekly contacts with search committee members, department support staff and candidates, and as a result, she established positive working relationships with many departmental personnel and candidates.

Bachman worked regularly during the spring semester with two of the Advance FORWARD Advocates as well as Bilen-Green and Holbrook to refine the search committee training and assure that the training would be appropriate and relevant for faculty search committees at NDSU. Some Advocates will also serve as co-presenters with Bachman for the trainings. Bachman used the materials developed for the search committee training to create a search committee handbook that will be a companion to the in-person training and be available on-line as well as in hardcopy. She also continued to develop databases of potential candidate and advertising sources as well as gathering marketing materials about the Fargo-Moorhead area and NDSU to be used as part of the recruitment process.

Additionally, Bachman compiles data about the search committee composition and diversity of applicants for faculty and administrator searches.

- b. Bachman arranged for a series of webinars related to recruitment to be offered on campus during the past year.

Title	Training via	Dates
Evidence Based Strategies for Recruiting a Diverse Faculty	Webinar	9/2/2009
Recruiting and Retaining Generation X Faculty	Webinar	10/7/2009
Do's and Don'ts of Online Recruiting	Webinar	10/15/2009
The Four A's of Recruitment Advertising -How to Track Results and Make the Most of your Budget	Webinar	10/29/2009
How to Build a Social Network Strategy for Recruiting Faculty and Staff	Webinar	11/12/2009
Transforming Talent Acquisition with Live Virtual Interviews	Webinar	12/9/2009
Using Linked In as a Recruiting Tool	Webinar	12/10/2009
Hiring System Checkup: How Healthy Is Your Personnel Selection Process?	Webinar	1/21/2010
Evolving Affirmative Action to Meet the Needs of a Changing Company Dynamic—Learn What Worked for Best Buy	Webinar	3/11/2010
Faculty Hiring Training by SBHE	IVN	5/19/2010
Legal Review of Outback Steakhouse EEOC Settlement and US Airways Conciliation Agreement	Webinar	5/20/2010
Best Practices When Employing Persons with Disabilities	Webinar	6/17/10

While these electronically delivered training sessions were not particularly well attended, they provide an additional resource on campus for those who can fit them into their schedules.

In addition to attending the above training sessions, Bachman also participated in “Searching for Excellence and Diversity” (WISELI workshop held at South Dakota School of Mines in Rapid City, SD, January 7, 2010) along with Green and Nash.

5. Advance FORWARD interactions with Native American groups

During the past year the Advance FORWARD project co-sponsored a series of campus presentations called “Getting to Know our Tribal Partners Seminar Series.” The five presentations included

- “Native American History Pre and Post Columbus” (November 24, 2009) given by Dr. Clifford Canku, NDSU Assistant Professor.
- “Native American Tribal Sovereignty: What are the Implications?” (January 28, 2010) given by Phil Baird, Vice President of Academic, Career & Technical Education, United Tribes Technical College.
- “Higher Education on the Reservation: Women’s Role in It” (February 18, 2010) given by Dr. Laurel Vermillion, President of Sitting Bull College on the Standing Rock Sioux Reservation, and Dr. Karen Gayton Comeau, the former President of Haskell Indian Nations University. In conjunction with this event, Advance FORWARD organized and hosted a dinner for these two speakers and the Native American women faculty at NDSU.
- “Economic Development on a Reservation: Stories of Success and Tails of Caution!” (February 18, 2010) given by Kenneth Greywater, Sr., Tribal Planner and Director, Economic Development Administration, Spirit Lake Nation
- “Ethics on the Reservation” (April 8, 2010) given by Dr. Erich Longie, president and owner of Spirit Lake Consulting, Inc., and current chair of the School Board for the Fort Totten School District.

C. Advancement and Leadership Activities

1. Mid-Career Mentoring Program

The call for grants for this program appeared in *It’s Happening* in the May 12, 2010, issue with an August 30, 2010, deadline for submission. The goal of the Mid-Career Mentoring Program is to promote the advancement of tenured women faculty. The Mid-Career Mentoring Program provides funds to encourage tenured women to seek external funding, collaborate, create networks, and gain access to administrators. Tenured women faculty are invited to apply for and use funds to create their own peer, mid-career mentoring teams which may be interdisciplinary and/or mixed gender. The teams are expected to meet informally once a month. The program also includes formal meetings involving mid-career mentoring teams and academic administrators.

2. Promotion to Full Professor Task Force

The goal of this group is to help more STEM and non-STEM associate professors successfully apply for and receive promotion to professor. Dean Virginia Clark Johnson, with help from Bilen-Green and Wolf-Hall of Advance FORWARD, convened a task force to plan this effort. An interactive panel discussion with four

professors in early May was the initial event in the project; 47 people attended. Evaluation forms were collected and summarized. Overall the session was well received and ideas for improvements for future panels were offered. One area of focus commonly requested for future panels was work-life balance. A broader committee/task force has now been established with faculty representation from all colleges; that group held its first meeting in early May to plan additional activities to support this effort in the coming year. The committee/task force includes Virginia Clark Johnson (Dean, Human Development and Education), Canan Bilen-Green (Engineering and Architecture), Margaret Fitzgerald (Human Development and Education), Ineke Justitz (Arts, Humanities and Social Sciences), Dinesh Katti (Engineering and Architecture), Terry Knoepfle (Business), Larry Reynolds (Agriculture, Food Systems and Natural Resources), Mark Sheridan (Science and Math), Charlene Wolf-Hall (Agriculture, Food Systems and Natural Resources), and Mary Wright (Pharmacy, Nursing and Allied Sciences).

3. Mentoring Cohorts for Junior Faculty

The junior faculty mentoring program was offered across campus for all new faculty (combined with the university mentoring program). Each mentoring group consisted of 2-3 senior faculty members with 4-6 first-year faculty. This past year the groups were single gender, and an effort was made to match research areas. There were 11 mentoring groups, 5 of which consisted of all women faculty (23 women mentees, 10 senior women mentors). A mentor training and information lunch was held on September 2, 2009, and a session for mentees to meet their mentors occurred on September 28, 2009. The mentoring groups were expected to meet on a monthly basis. Mentors received a booklet on mentoring early career faculty by Joann Moody (*Mentoring early-stage faculty: myths and missing elements. Guidelines for mentors and mentees: provosts, deans and department chairs; and organizers and evaluators of formal mentoring programs.*) and both mentors and mentees were given electronic access to an informational brochure on developing mentor-mentee relationships by Mary Deane Sorcinelli and Jung Yang. A Blackboard site was established for the mentoring groups so that they could more conveniently schedule meetings and share information with one another.

Two major events for the mentoring program were planned for this past year. Mary Deane Sorcinelli from the University of Massachusetts, Amherst, was scheduled to come to campus February 10-12, 2010. Unfortunately, she had to cancel due to severe winter storms, and we have tentatively rescheduled for Fall 2011. Joey Sprague from the University of Kansas came to campus March 10-12, 2010. She presented about gender bias in student ratings of instruction (SROI), and her presentations launched a campus-wide initiative to change and revise our current SROI system. She also conducted training sessions: one with PTE committees from across campus and another with department chairs. The Advance FORWARD members who are providing leadership for the mentoring component developed a tip and information sheet that was distributed across campus.

Planning is underway for the coming year, and Joann Moody, faculty development and diversity specialist, is scheduled to be on campus September 20-21, 2010, to kick-off a new year for the mentoring program.

4. During her time on campus in late September 2009, Virginia Valian presented a workshop and discussion for women faculty, "Power, Effectiveness and Gender." This session offered both insight into the relationships between gender and climate and information on mentoring and leadership issues that face women particularly.
5. During the spring semester the Provost hosted a series of luncheons to which he invited assistant, associate and full professor women. The intention of this series was to establish better communication with women faculty and to better understand their concerns. This series was in addition to his annual mixed gender meetings with assistant, associate, and full professors.
6. The campus Women in Research or WIR group (formerly Women in Science, Math, Engineering and Technology or WISMET) organized a noontime session featuring a panel of NDSU women full professors; the luncheon was held on March 8, and Advance FORWARD sponsored the event, providing lunch for attendees.

D. Grant Programs and Incentives

1. During the second year of our project we continued to publicize the various grant and incentive programs which provide financial support for individuals through travel and course release grants, leadership development grants and leap and climate, gender and equity research grants. A list of the recipients for these grant/incentive programs is included as Appendix A.
2. As noted earlier in this report, the Commission on the Status of Women Faculty named the first recipient of the Department Gender Equity Award this spring, and that award will be publicized and celebrated at an event scheduled for early September as the new academic year gets underway.
3. Originally the project also included a component (Department Climate Grant); that proposed grant was intended to offer individual departments the opportunity to seek external consultants with expertise on issues of climate, recruiting, or retention of women faculty. Attempts to recruit department(s) in Year 1, however, were unsuccessful. That fact led to the decision to redirect the resources originally intended for individual departments to programming that would help a broader array of departments address gender issues. We expect that a less targeted approach to addressing gender issues at the department level will be more likely to succeed in facilitating climate change at that organizational level.

E. Networking Events

A number of networking efforts have been initiated or have already taken place:

1. Kara Gravley-Stack, Diversity Center Outreach Coordinator, included a campus-wide gathering for women during the 2010 Women's Week in March (she is the coordinator for the annual NDSU Women's Week).

2. We continued efforts to connect with members of the local AAUW chapter as a networking and support organization for faculty women. Bilen-Green, Birmingham, Burnett, Myers, and Wolf Hall are working with the North Dakota Women in Higher Education (the ACE Office of Women's Programs effort in North Dakota) to revive this women's network in our state.
3. We also have incorporated networking opportunities into Advance FORWARD events. For example, when Dr. Joey Sprague visited campus, we used the already-established pedagogical lunch series to involve additional people. Dr. Sprague spoke for the first 45 minutes; then, over lunch, table groups worked on assignments she provided. This opportunity provided a way for attendees to meet others and work with them on Advance FORWARD-related material. Similar networking activities occurred in other working lunches.

F. Report on Baseline Data for NSF 12 Indicators

The narrative below summarizes the NSF 12 Indicators data for the second year of grant activities (2009-2010). In the case of tenure and promotion decisions, we have reported data for the three academic years 2006-07, 2007-08 and 2008-09. Eight sets of tables included as Appendix C illustrate more fully the data we captured for the NSF 12 Indicators.

1. Number and percent of women faculty in tenure-line positions by rank in science/engineering departments.

The Table 1 collection provides data on the number of men and women in tenure-line (tenure or tenure-track) positions at the full, associate, and assistant professor levels in STEM and non-STEM disciplines. More specifically, Table 1A provides the number of men and women in each of these positions by rank for the academic year 2009-2010 for the STEM departments. Table 1B gives the number of men and women in each rank for the non-STEM departments.

In our year two data women make up 33.6% (43) of the assistant professors, 20.5% (15) of the associate professors, and 5.8% (6) of the full professors in the STEM disciplines (Table 1A). We continue to see increases in percentage of women in each of these ranks in STEM disciplines. In the non-STEM departments (Table 1B), these percentages are 58.2% (52), 40.5% (30), and 10.4% (5), respectively. The most notable increase between 2008-09 and 2009-10 is in the associate professor rank where the percentage of women associate professors increased from 12.8%(10) to 20.5%(15) in STEM disciplines.

Tables 1C and 1D provide data on women faculty of color in tenure-line positions as well as the number in non-tenure track positions for the 2009-10 academic year. Because the numbers of women faculty of color are so small, the data are reported by college rather than department. Data for colleges with STEM departments are given in Table 1C. Overall, in the STEM departments, 14 women of color were in tenure-line positions. There were no women of color in non-tenure track positions. In the non-STEM departments, 12 women of color were in tenure-line positions, and no woman of color was in non-tenure track positions (Table 1D). Women of color in

tenure-line positions increased from 16 in 2008-09 to 26 in 2009-10 in all disciplines.

2. Number of women in science/engineering who are in non-tenure-track positions.

Tables 2A and 2B provide the total number of faculty for 2009-10 in tenure-line positions as well as the number in non-tenure track positions for each of the STEM departments (2A) and non-STEM departments (2B). In the STEM departments, women made up 21.1% of the tenured and tenure-track positions and 42.9% of the non-tenure track positions. Overall, in STEM departments, 8.6% of all women were in non-tenure track positions compared to 3.2% of all men in non-tenure track positions. In the non-STEM departments, women made up 41.0% of all tenure-line positions and 63.9% of all non-tenure track positions. In non-STEM departments, 20.9% of the women were in non-tenure track positions compared to 9.4% of all the men in non-tenure track positions.

3. Tenure/promotion outcomes by gender.

Tables 3A and 3B provide the number of men and women who were reviewed for tenure in the three academic years 2006-07, 2007-09 and 2008-09 as well as the number of tenure approvals, denials, and withdrawals for the STEM (3A) and non-STEM (3B) departments. These figures do not include non-renewals or the faculty whose departments recommended they not pursue tenure and promotion. During this time frame, 8 women and 22 men in the STEM departments were reviewed for tenure. The percentage of positive tenure decisions for women in these departments was 100%, and for the men, 90.9% (20 of 22). In the non-STEM disciplines, 16 women and 12 men were reviewed for tenure. The percentage of positive tenure decisions for women in these departments was 81.3% (13 of 16) while 83.3% (10 of 12) of the men were tenured.

Tables 3C and 3D provide the promotion review outcomes by gender from the assistant to the associate professor level for STEM (3C) and non-STEM (3D) departments for the three academic years. Seven women and 14 men were reviewed for promotion during this time period in the STEM departments. The percentage of positive promotion decisions for women was 100.0% (7 of 7), and for men, 85.7% (12 of 14). For the non-STEM departments the percentage of positive promotion decisions for women was 81.3% (13 of 16), and for men, 75% (6 of 8).

Tables 3E and 3F provide the promotion review outcomes by gender from the associate to the full professor level for STEM (3E) and non-STEM (3F) departments for the three academic years. The percentage of positive promotion decisions for women was 100% (3 of 3), and for men it was 95% (19 of 20) in STEM departments. In the non-STEM departments, seven men came up for promotion from associate to full professor; all were promoted.

4. Years in rank by gender.

Tables 4A (for STEM) and 4B (for non-STEM) provide the number of years in rank for both men and women assistant professors before promotion to associate professors for the same three academic years. Seven women were promoted in

STEM departments, and all were assistant professors for 6-8 years. Nine men were promoted in STEM departments; one was promoted after 3-5 years and eight were promoted after 6-8 years (4A). Of the 11 women promoted in non-STEM departments, two were promoted after 3-5 years and nine were promoted after 6-8 years. In the case of men, two were promoted after 3-5 years, and four were promoted after 6-8 years (4B).

Table 4-C provides the number of years in rank for both men and women in the STEM disciplines at the associate professor level before being promoted to full professor. Of the four women promoted to full professor in the years 2007-2009, two were promoted after 3-5 years and two were promoted after 6-8 years. In those same years five men were promoted to full professor after 3-5 years, and 11 were promoted after 6-8 years. The corresponding data for non-STEM departments is provided in Table 4-D. The only woman promoted to full professor in the years 2007-2009 was promoted after 6-8 years. One man was promoted after 3-5 years, two were promoted in 6-8 years, and two were promoted after 9 years or more.

5. Attrition by gender.

Tables 5A and 5B show the numbers of women and men voluntarily leaving the University (non-retirement) for both tenure-line positions and for the research professor and instructor positions that are non-tenure track. Table 5A shows that 23.5% (8) of tenure-line faculty in the STEM departments who voluntarily left the University were women. This can be compared with 21.1% (64) of the tenured and tenure-track faculty positions held by women in the STEM departments. The percentage of STEM faculty voluntarily leaving the University who were men was 76.5% (26), compared with 78.9% (304) of the tenured and tenure-track faculty positions held by men in these departments. In non-STEM disciplines (Table 5B) where the percentage of faculty voluntarily leaving was 50.0% (17) for women and 50.0% for men (17). This can be compared with 41.0% (87) of the tenured and tenure-track faculty positions held by women in the non-STEM departments and 58.9% (125) held by men.

6. Number and percent of women in science/engineering in new tenure-track new hires.

The Table 6 collection contains the number of new hires for tenure-line positions by gender for fall 2009. The percentage of new hires for tenure-line positions filled by women in the STEM departments was 34.6% in fall 2009 (6A). The percentage of new hires for tenure-line positions filled by women in the non-STEM departments was 47.6% in fall 2009 (6B).

7. Number and percent of women in leadership positions.

Table 7 shows the number of men and women in leadership positions in fall 2009. The leadership positions include the president, vice presidents, assistant/associate vice presidents, the provost, directors, deans, associate deans, and department chairs/heads. Thirty nine women and 95 men hold these types of leadership positions in the University. Therefore, the percentage of leadership positions being held by

women within the University is 29.1% compared to women holding 29.2% of all tenure-line positions (21.1% in STEM and 41.0% in non-STEM – *excluding full time tenured administrators*). Further, 7.3% (11) of full professors are women compared to 92.7% (140) who are men.

8. University distinguished and endowed professorships and awards.

There are no fully endowed chair positions in STEM. However, in addition to the University and Chamber Distinguished Professorships there are three endowed chair awards, and a number of faculty excellence awards. Table 8 provides the number of men and women who received these awards and professorships by college. Overall, 5 women (16.7%) and 25 men (83.3%) received an award or professorship.

9. Number and percent of women faculty in science/engineering on promotion and tenure committees.

Table 9 provides the number of women and men who served in college promotion and tenure committees by college. Representation of women in college level PTE committees varied between 0% and 50%. All college promotion and tenure (PTE) committees with the exception of one (Agriculture, Food Systems, and Natural Resources) had at least one women faculty member. Overall, 9 (24.3%) women and 28 (75.75) men served in college level PTE committees during the 2009-10 academic year.

10. Salary of science/engineering faculty by gender.

Bachman coordinated the data gathering for the 2009-10 annual NDSU faculty salary study; Magel served as the statistician and data analyst. The data analyses are done by department and college, and an analysis by gender and race to identify any patterns of inequity is routinely included. The Provost reviews the complete results of the study each year and discusses them with the academic deans who each use the results relevant to his/her college as one source of information in preparation of salary adjustment recommendations.

11. Space allocation of science/engineering faculty by gender.

The space study is currently being conducted and should be completed before the beginning of Fall semester. We are collecting office and lab space square footage for approximately 275 tenure or tenure-track faculty from 25 STEM departments on campus.

12. Start-up packages of newly hired science/engineering faculty by gender

Information on start-up packages of newly hired science/engineering faculty by gender has been compiled and reviewed by Advance FORWARD Deans McCaul and Smith and by the Provost.

Our compilation and review of these data related to the NSF 12 Indicators point out the need for continued focus on and analysis of these data and their implications for the project's success. This year we paid special attention to developing a system for regular collecting, checking, and reporting of the NSF 12 Indicator Data. Holbrook worked with

the NDSU Office of Human Resources to develop a query that would increase the accuracy of the faculty data pulled from the institutional system. Holbrook also worked with appropriate offices to correct errors in the faculty data that we identified in the institutional data system. Bilén-Green is in the process of developing an offline faculty database for the project which can be easily and regularly updated.

G. Research Project Activities

1. Unstructured Spaces.

Weber (Sociology) has continued to pursue research to understand women's presence in the unstructured spaces of the university and their transition into structured spaces of recognized roles on campus. She has worked on a case study of the presence of women faculty at NDSU, a study of the effectiveness of the Commission on the Status of Women Faculty, and a longitudinal analysis of women's presence in positions of authority at NDSU.

2. Prevalence of Women in Academic Leadership Positions

In gendered organizations, a critical mass of women in leadership positions is postulated to be necessary to overcome tokenism and counter the subtle barriers impeding the advancement of women. Bilén-Green and Froelich continue to study the effect of prevalence of women in academic leadership positions on the prevalence of women in the academic ranks. Bilén-Green and Froelich examined the influence of internal and external hiring/appointment practices on the representation of women in leadership positions. Specifically, they

- collected and analyzed archival data between years 1990 and 2009 to compare representation of women in academic leadership positions and faculty ranks over time (with assistance from Holbrook). Currently are examining time in position/rank and patterns in type of leadership positions held by women; and
- reviewed academic leadership appointments in the last three years and faculty searches for the past academic year. Collected data to analyze the effect of factors such as search committee composition, diversity of candidate pools, and search type on the prevalence of women faculty and administrators (with assistance from Bachman and Holbrook).

Additionally, in conjunction with Dana Britton's visit in November related to the PAID grant, Britton collected additional data from women on perceptions of academic leadership positions. A student at Kansas State University is currently transcribing those data. The work-life survey (see #3 below) included several items that addressed perceptions of women and leadership on campus. Those results coupled with Britton's qualitative data should provide robust data for further analysis.

3. Campus Climate and Faculty Work-Life

In January 2010, we received a preliminary report on the data gathered in a December 2008-January 2009 survey addressing the state of faculty work/life. The initial data analysis was completed by Ramona Danielson, an employee of the North Dakota Data Center, who did this work under a contract with the Advance FORWARD project. Danielson's analysis was roughly 250 pages in length. It has been shared

with those involved in the Advance FORWARD project and with the campus community through a Brown Bag presentation. In the coming months a summary of this extensive dataset will be developed to make the information more available and usable by various campus constituents.

H. Evaluation Project Activities

1. Internal Advisory Board

The Internal Advisory Board (IAB) was formed in spring 2009 and met in summer 2009 in conjunction with the first year site visit and again during the External Advisory Board visit in August, in conjunction with an Advance FORWARD meeting in the fall, and in spring 2010 with Schnell and Bilen-Green. In addition to the formal meetings, we continue to consult various members on a one-to-one basis about campus issues that we have encountered in the process of implementing grant activities. We view each member as a valuable confidante and source of advice on challenges we encounter. This group has been an enthusiastic supporter of Advance FORWARD and has even asked to meet more often as a group. In response to their interest, we have invited any of the members to attend our monthly Advance FORWARD meetings and have made sure they receive all of our NSF reports.

2. External Advisory Board

This External Advisory Board (EAB) was formed in the process of writing the grant in 2007. The group visited campus on August 27-28, 2009. Additionally, we have consulted with individual members by telephone, email, and at the NSF ADVANCE PI conference.

The EAB visit was thorough, and while helpful, we concluded that the board was too large to serve the project effectively. We were especially concerned – based on feedback from some of the EAB members – that members who had formerly been employed at NDSU may have overshadowed the perspectives and opinions of the other board members. As a result, in January, we reduced the size of the board by sending letters to each of the former NDSU personnel expressing appreciation for their service but indicating that their service on the EAB would not continue. The next EAB visit is scheduled for November 2010.

3. First Year Site Visit

Dr. Kelly Mack, NSF Advance Program Director, visited NDSU on August 7, 2009. She was helpful in providing guidance about a variety of grant activities, and we have followed her guidance carefully. Perhaps even more importantly, she made a positive impression with those whom she met including our president. Her conversations instilled the regard and importance of the grant on our campus.

4. Personnel Changes Related to Project Evaluation

Dr. Dana Britton was hired as the external evaluator, and a formal evaluation committee was formed. This committee is comprised of Bilen-Green, Birmingham, Burnett, McCaul, and McGeorge (coordinator of internal evaluation). The committee serves two purposes:

- to provide feedback on the surveys and interview/focus group protocols developed by McGeorge (during this past year Dr. Frances Lawrenz, University of Minnesota, provided feedback on several evaluation measures, consulting directly with McGeorge) and
- to assist in using the data collected through the various evaluation measures to inform future Advance FORWARD programming.

McGeorge has created a summary of the data collected from each evaluation and presented those summaries for feedback at our monthly full team meetings.

5. Internal Evaluation Activities

Below is a summary of the internal evaluation activities for the period September 2009 through May 2010:

- a. IRB Approval of Existing Data at NDSU**
McGeorge completed the work necessary for IRB approval to use current data about NDSU faculty members. These data will serve as baseline data for some of the Advance FORWARD research projects.
- b. Academic Administrative Survey**
We administered the academic administrators' survey in March and April 2010. Forty-two participants completed the survey (Department Head/Chair - 27; Academic Dean - 5; Associate/Assistant Department Heads - 5; prefer not to answer - 4; and program coordinator - 1). Dr. Dana Britton has been hired to analyze this survey data, and her report on results is expected in late summer or early fall.
- c. Evaluations of Advance FORWARD Climate Programs**
We have been evaluating each Advance FORWARD climate program (e.g., lectures and workshops by Drs. Virginia Valian, Dana Britton, Joey Sprague). These evaluations have provided project team members information on both the structure and topics for future programs and presentations.
- d. Evaluation of Grant/Award Information Sessions**
A one-page survey (developed by McGeorge) was distributed at the conclusion of each of the information sessions for faculty members who are interested in applying for an Advance FORWARD grant/award (i.e., Travel Awards, Course Release Awards, Leap Research Grants, Climate-Gender Research Grants, and Leadership Development Award). We have also implemented a process where each of these sessions is observed by an evaluator and qualitative notes are taken on these sessions and provided to the Advance FORWARD leadership in an effort to improve the information we are providing to faculty members interested applying for these grants.
- e. Graduate School Committee Composition Project**
During the past year Advance FORWARD Scholars collected data on the gender composition of STEM and Non-STEM thesis and dissertation committees and analyses is underway. The Graduate Dean (a member of the Internal Advisory Board) is interested in the results of these analyses and their implications for women's service on graduate committees.
- f. Interviews of Full Women Professors**

We contracted with Dr. Britton to interview nine of our 12 women full professors. The interviews focused on the promotion process from associate to full professor and leadership opportunities for faculty and how these vary by gender. These interviews are currently being transcribed for analysis.

g. Focus Groups for Associate Professors

We also contracted with Dr. Britton to conduct four focus groups of associate professors: (1) STEM women, (2) non-STEM women, (3) STEM men, and (4) non-STEM men. The focus group participants were asked questions about the promotion process from associate to full professor and about the climate at NDSU. The responses from these focus groups are currently being transcribed for analysis.

h. Survey of Grant Recipients

McGeorge, with input from Bilen-Green and Burnett, developed two self-report surveys for recipients of each of our grant and award programs. These survey results will provide information to help assess the impact of these awards on faculty members' careers and productivity. The first survey was administered in April and May 2010. At this time 35 of the 48 individuals who have received an award/grant have submitted a response.

i. Evaluation of the Junior Faculty Cohort Mentoring Program

McGeorge, with input from Bilen-Green, Burnett, Reed and Schwert, developed two surveys (one for the mentors and one for the mentees) to explore the effectiveness of the junior cohort mentoring program. Electronic data collection using these two surveys began May 19, 2010.

I. Dissemination Project Activities

1. Internal and Local Dissemination

It's Happening at State

Articles related to Advance FORWARD events, calls for proposals and recognition of individual Advance FORWARD team members appeared regularly throughout the year in *It's Happening at State*, the campus faculty/staff/administrators hardcopy and on-line newsletter. The hard copy is published weekly during the academic year except during semester breaks and less frequently during the summer. The on-line news is published as newsworthy items are available – often daily. A list of Advance FORWARD-related articles and their publications dates is included as Appendix D.

2. Presentations

As part of a regular Brown Bag lunch series on campus, Advance FORWARD team members presented several times during the year:

- a.** October 7 2009 – Bilen-Green and Magel, along with Bonnie Erickson and Bill Slinger from the NDSU Office of Institutional Research and Analysis, presented on the topic, "It's All about the Numbers: Men and Women Faculty Status at NDSU." The session covered data on women faculty in science, technology, engineering and math including their tenure status, years in rank, and attrition. Discussion focused on this baseline data and what it means for NDSU.

- b. January 27, 2010 – Danielson presented on “Family Work/Life Balance: Results of the NDSU Advance FORWARD Survey,” the initial findings from the work-life survey.
- c. March 3, 2010 - Tom Stone Carlson, one of our Advocates, presented on the topic, “Men as Allies in Gender Equity” (during the annual NDSU Women’s Week).
- d. April 1, 2010 - Bilen-Green and Froelich participated in a panel on “Senior Female Professionals: Gender Issues on the Job.”

In addition to these Brown Bag lunch presentations, members of the Advance FORWARD team made a variety of classroom presentations during the year in response to requests from faculty colleagues.

3. Meetings with the University President

President Joe Chapman was present at both our first year site visit and the External Advisory Board visit. He resigned in November, and due to budget issues and a building collapse, we were unable to meet with the interim president this year. The new president was named in late May, and we plan to meet with him as soon as his schedule allows.

4. Publications

a. WEPAN 2009 Conference – June 2009

- Bilen-Green, C., Birmingham, E., and Burnett, A. (2009) ‘Evaluating the Success of Faculty Recruitment and Hiring Processes,’ *Center Stage: Effective Strategies for Recruitment and Talent Development*, WEPAN Conference, Austin, TX, June 2009. (paper)
- Bilen-Green, C., Froelich, K. and Sukolski, K. (2009) ‘Gateways to Academic Leadership Positions and Impact on Women in the Professorial Ranks’, *Center Stage: Effective Strategies for Recruitment and Talent Development*, WEPAN Conference, Austin, TX, June 2009. (paper)
- FORWARD TEAM. “Faculty Recruitment and Hiring Processes at North Dakota State University.” WEPAN Conference, Austin, TX, June 2009. (poster)

ADVANCE PI Meeting October 2009

- FORWARD TEAM. ‘NDSU Advance FORWARD: Institutional Transformation at North Dakota State University,’ NSF ADVANCE PI Meeting, 2009. (poster)

WEPAN 2010 Conference – April 2010

- Bilen-Green, C. Birmingham, E. and Burnett, A. (2010) ‘Framing Change: the Conceptual Frameworks of ADVANCE IT Programs and the Relationship to Program Sustainability and Success.’ WEPAN 2010 Conference, Baltimore, MD. (paper)
- Bilen-Green, C. and Froelich, K. (2010) ‘Women in University Leadership Positions: Comparing Institutions with Strong and Weak Gender Equity Track.’ WEPAN 2010 Conference, Baltimore, MD. (paper)

- FORWARD TEAM. 'Programs to Support Advancement of Faculty at North Dakota State University.' WEPAN 2010 Conference, Baltimore, MD. (poster)

MidWest Regional ADVANCE Conference, Purdue University, West Lafayette, IN

- FORWARD TEAM. 'Programs to Support Advancement of Women Faculty at North Dakota State University' (poster)

NSF JAM Meeting – June 2010

- FORWARD TEAM. 'Programs to Support Advancement of Women Faculty at North Dakota State University' (poster)

ASEE 2010 Conference – June 2010

- Bilen-Green, C. Birmingham, E. Burnett, A., and Green, R. (2010), 'NDSU Advance FORWARD: Institutional Transformation at North Dakota State University,' ASEE Annual Conference, Louisville, KY. (poster and paper)
- Bilen-Green, C. Birmingham, E. Burnett, A., and Green, R. (2010) 'NDSU Advance FORWARD: Challenges and Recommendations to Enhancing Recruitment, Retention, and Advancement of Faculty,' ASEE Annual Conference, Louisville, KY. (paper)

b. Advance FORWARD Promotional Materials

In addition to our other dissemination efforts, we continue to distribute our one-page project description and brochure at relevant meetings and events. We also produce posters to advertise and promote workshops, and we maintain a strong Internet presence through our website.

SECTION IV. Challenges and Opportunities

In addition to the accomplishments made during the second year of the Advance FORWARD project, there were a number of challenges both at the institutional level and at the project level.

A. Institutional

In the fall the University President announced his resignation and that became effective December 1, 2009. From December 1 until mid-June 2010, Dr. Richard Hanson served as interim president. Effective June 15, the State Board of Higher Education appointed Dr. Dean Bresciani as the 14th NDSU President. We look forward to an early opportunity to meet with the new president to familiarize him with the Advance FORWARD project and its work.

Shifting leadership was not the only institutional challenge during the past year. In late December, just after the arrival of the interim president, one portion of a major classroom and office building on campus suffered a severe collapse. Fortunately, the collapse occurred on a weekend night during the holiday break, and no one was in the building. The collapse, however, caused a major disruption for the campus with many faculty

offices being initially inaccessible. Relocation of both offices and classrooms was a major undertaking for several weeks, and the impact of this event on research and other faculty and administrative endeavors has been enormous. The collapsed portion of the building is being reconstructed but continues to be unusable at this point.

At almost the same time, the interim president discovered that the institution was facing a significant budget shortfall, and he initiated several significant measures to make the necessary adjustments. These included a 10% across-the-board cut in operating budgets; the impact of these cuts was particularly significant since half the fiscal year was already over. This budget crisis had a specific impact on the Advance FORWARD project. We had planned to invite The CLRT Players who are affiliated with the University of Michigan's Center for Research on Learning and Teaching to our campus, and negotiations were underway for dates. Due to the necessary budget cutbacks, however, we had serious concerns about how the campus would accept the expense (estimated at \$24,000) in that context. Because we did not want to do anything that would create backlash or negative feelings about the larger project, we decided to postpone any final commitment to have the group come to NDSU. We still hope, however, to be able to have them come when our institution's budget situation is stabilized.

B. Project

In addition to the institutional challenges, there have also been challenges with the project. As a result of our ongoing compilation of data about who attends various Advance FORWARD events and programs, we have discovered that participation varies substantially by gender and by college. Attendees at events and programs – although many are open to both women and men – are disproportionately women (see Appendix E for participation data by college and gender). Certainly men also attend Advance FORWARD events, but we are learning that these activities are perceived to be primarily for women. One attempt to address this challenge has been (and will continue to be) incorporating Advance FORWARD activities into ongoing, established programming. For example, there has been a very successful series of pedagogical lunches on campus for several years. This spring during Dr. Sprague's visit to the campus, one of her presentations was at a pedagogical lunch. Attendance was good, and the gender mix more nearly representative of our faculty by gender. During the coming year we will seek out similar opportunities to offer our programs in cooperation with existing and well-established campus events.

Compilation of accurate institutional data about faculty continued to be a challenge but significant progress occurred during this second year. Advance FORWARD team members who work most closely with these data are increasingly confident that the data has become more reliable. Close monitoring and continued attention to institutional data about faculty are a project priority.

A final challenge/opportunity this past year has been to incorporate recommendations from the External Advisory Board. As follow-up to their August visit, they sent a letter to the Advance FORWARD PI and co-directors with a number of recommendations. These recommendations were reviewed and discussed by the Advance FORWARD team,

and many were recognized as helpful and appropriate. Implementation, however, has been a challenge because of time limitations. A review of the recommendations and timetable for implementation will be a priority for the project leadership over the summer.

SECTION V. Appendices

Appendix A. List of Awardees and Grant Recipients

FORWARD Project Award Recipients 2009-10

Awards Funded by NSF ADVANCE Grant

Department	Award Recipient	Type of Award	Amount Awarded
Ag & Biosystems Engineering	Xinhua Jia	Mentor Travel Award	\$1,500
Animal Science	Kasey Carlin	Mentor Travel Award	\$1,500
Biological Sciences	Lisa Montplaisir	Leap Research	\$25,000
Biological Sciences	Katie Reindl	Mentor Travel Award	\$1,500
Biological Sciences	Kendra Greenlee	Mentor Travel Award	\$1,000
Biological Sciences	Kendra Greenlee	Course Release	\$6,000
Biological Sciences	Peggy Biga	Mentor Travel Award	\$1,500
Biological Sciences	Peggy Biga	Course Release	\$6,000
Computer Science	Hyunsook Do	Mentor Travel Award	\$1,500
Coatings & Polymeric Materials	Vicki Gelling	Course Release	\$7,500
Computer Science	Juan Li	Mentor Travel Award	\$1,380
Computer Science	Wei Jin	Mentor Travel Award	\$1,500
Management	Karen Froelich	Leadership Development	\$9,775
Mathematics	Christina Popovici	Course Release	\$5,000
Mathematics & Teacher Education	Angela Hodge	Climate/Gender Research	\$10,000
Mechanical Engineering	Sumathy Krishnan	Mentor Travel Award	\$1,500
Mechanical Engineering	Yechun Wang	Mentor Travel Award	\$1,500
Mechanical Engineering	Annie Tangpong	Mentor Travel Award	\$1,500
Plant Sciences	Qi Zhang	Mentor Travel Award	\$1,500
School of Education	Kathy Enger	Climate/Gender Research	\$10,000
Veterinary & Microbiological Science	Brigit Pruess	Mentor Travel Award	\$1,500
Veterinary & Microbiological Science	Catherine Logue	Leap Research	\$25,000
Veterinary & Microbiological Science	Jane Schuh	Mentor Travel Award	\$1,500
TOTAL AWARDED			\$124,655

Appendix A. List of Awardees and Grant Recipients

FORWARD Project Award Recipients 2009-10

Awards Funded by NDSU

Department	Award Recipient	Type of Award	Amount Awarded
Architecture & Landscape	Cindy Urness	Mentor Travel Award	\$1,330
Architecture & Landscape	Kaarin Lindquist	Mentor Travel Award	\$1,500
Architecture & Landscape	Stevie Famulari	Mentor Travel Award	\$1,500
Chemistry & Biochemistry	Wenfang Sun	Leap Research	\$25,000
Chemistry & Biochemistry	Sangita Sinha	Leap Lab Renovation	\$34,500
Coatings & Polymeric Materials	Vicki Gelling	Leap Research	\$25,000
Communication	Carrie Anne Platt	Mentor Travel Award	\$1,300
Criminal Justice & Political Science	Courtney Waid	Mentor Travel Award	\$974
English	Amy Taggart	Mentor Travel Award	\$1,315
English	Kelly Sassi	Mentor Travel Award	\$1,065
English	Miriam Mara	Mentor Travel Award	\$1,415
Health, Nutrition & Exercise	Yeong Rhee	Mentor Travel Award	\$1,500
History	Tracy Barrett	Mentor Travel Award	\$1,500
Mechanical Engineering	Yechun Wang	Leap Lab Renovation	\$20,000
Mechanical Engineering	Yechun Wang	Leap Research	\$25,000
Mechanical Engineering	Annie Tangpong	Leap Lab Renovation	\$5,000
Psychology	Linda Langley	Leap Research	\$25,000
Veterinary & Microbiological Science	Birgit Pruess	Leap Lab Renovation	\$30,000
Visual Arts	Kristi Groberg	Mentor Travel Award	\$1,500
Biological Sciences	Department Gender Equity Award		\$5,000
TOTAL AWARDED			\$209,399

Appendix B. Table of Planned Activities/Events for Year 3

Event\Timeline	2010						2011					
	July	August	September	October	November	December	January	February	March	April	May	June
FORWARD Celebration/kickoff			Sept 2 or 3									
Search Committee Training			JoAnn Moody - 9/20-21									
Junior Faculty Mentoring Program			JoAnn Moody - 9/20-21									
Senior Faculty Mentoring Program		Applications Due		Use PTP Panel luncheons for interacting with administrators								
Promotion to Full Professor Panels		Administrators Panel -- early October					PTE Panel-- early spring				May, 3 - Faculty Panel	
Leadership Training/Panel												
Networking Program		TBD										
Networking Program		Name tags, speed networking										
Reverse Mentoring		TBD										
Pedagogical Luncheon			JoAnn Moody - 9/20-21				Spring -- Valeri Youngs					
Allies Program		TBD										
Chair/Head Training		Orientation	JoAnn Moody - 9/20-21									
Dean Training			JoAnn Moody - 9/20-2									
Faculty Training		New Faculty Orientation										
EAB Visit					Nov 30							
Third Year Site Visit							Week of February 21					
Grant Programs and Information Sessions		TBD										
ADVANCE PI Meeting		Late fall										
IAB Meeting		To attend one FORWARD meeting					Meet with PIs only					
CSWF		To attend one FORWARD meeting										
Advocates		To attend one FORWARD meeting										
Work/Life Balance Speaker												
Dual Career Panel												
Monthly FORWARD Meeting	Faculty Search	Mentoring Programs	IAB -- Climate	Advocates	EAB Visit Planning	Minority & Disabilities	Site Visit Planning	CSWF	Leadership	Grant Programs	Networking	

Appendix C. NSF 12 Indicator Tables

- Table 1A.** Number and percent of women and men on the tenure and tenure-track faculty in STEM by rank and department. Academic year 2009-2010.
- Table 1B.** Number and percent of women and men on the tenure and tenure-track faculty in Non-STEM by rank and department. Academic year 2009-2010.
- Table 1C.** Number of women faculty of color by college on the tenure and tenure-track faculty and non-tenure track in STEM. Academic year 2009-2010.
- Table 1D.** Number of women faculty of color by college on the tenure and tenure-track faculty and non-tenure track in Non-STEM. Academic year 2009-2010.
- Table 2A.** Number and percent of women and men on the tenure and tenure-track faculty and non-tenure track in STEM disciplines. Academic year 2009-2010.
- Table 2B.** Number and percent of women and men on the tenure and tenure-track faculty and non-tenure track faculty in Non-STEM disciplines. Academic year 2009-2010.
- Table 3A.** Tenure review outcomes by gender-STEM Fields
- Table 3B.** Tenure review outcomes by gender - Non-STEM Fields
- Table 3C.** Promotion Review Outcomes by Gender: Assistant to Associate Professor-STEM Fields by College for 2007-2009.
- Table 3D.** Promotion Review Outcomes by Gender: Assistant to Associate Professor - Non-STEM Fields by College for 2007-2009.
- Table 3E.** Promotion Review Outcomes by Gender: Associate to Full Professor-STEM Fields by College for 2007-2009.
- Table 3F.** Promotion Review Outcomes by Gender: Associate to Full Professor - Non-STEM Fields by College for 2007-2009.
- Table 4A.** Years in Rank at the Assistant Professor Level before being promoted to Associate Professor for years 2007-09 in STEM Departments.
- Table 4B.** Years in Rank at the Assistant Professor Level before being promoted to Associate Professor for years 2007-2009 in Non-STEM Departments.
- Table 4C.** Years in Rank at the Associate Professor Level before being promoted to Professor for years 2007-2009 in STEM Departments
- Table 4D.** Years in Rank at the Associate Professor Level before being promoted to Professor for years 2007-2009 in Non-STEM Departments.

Appendix C. NSF 12 Indicator Tables

- Table 5A.** Number of voluntary, non-retirement (and non-death) by women and men (and percent of women) on the tenure and tenure-track faculty and non-tenure track in STEM. (2007-2009)
- Table 5B.** Number of voluntary, non-retirement (and non-death) by women and men (and percent of women) on the tenure and tenure-track faculty and non-tenure track in Non-STEM. (2007-2009)
- Table 6A.** Number and percent of new hires by women and men on the tenure and tenure-track faculty in STEM. (Start Fall 2009)
- Table 6B.** Number and percent of new hires by women and men on the tenure and tenure-track faculty in Non-STEM. (Start Fall 2009)
- Table 7.** Leadership Positions as of Fall 2009.
- Table 8.** University Distinguished and Endowed Professorships and Awards
- Table 9.** College Promotion and Tenure Committees

Appendix C. NSF 12 Indicator Tables

Table 1A. Number and percent of women and men on the tenure and tenure-track faculty in STEM by rank and department. Academic year 2009-2010.

	Number of Women			Number of Men			Percent Women		
	Full	Assoc	Asst	Full	Assoc	Asst	Full	Assoc	Asst
College of AFSNR									
Ag & Biosystem Eng			1	2	3	4	0%	0%	20%
Animal and Range Science	1	1	5	10	7	1	9%	13%	83%
Plant Pathology	1		1	4	1	4	20%	0%	20%
Plant Science		3	3	17	10	4	0%	23%	43%
School of Food Systems		1	1	3	1		0%	50%	100%
School of Nat Res Sciences	1		4	5	5	4	17%	0%	50%
Vet & Micro Science		3	3	1	1	2	0%	75%	60%
College of AHSS									
Sociology/Anthropology			3	3	1	2	0%	0%	60%
College of Eng & Arch									
Civil Engineering	1			4	3	6	20%	0%	0%
Construction Management & Eng	1				2	5	100%	0%	0%
Electrical & Computer Engineer				5	3	8	0%	0%	0%
Industrial & Manufacturing Eng		1	1	2	3	2	0%	25%	33%
Mechanical Engineering		1	2	5	1	7	0%	50%	22%
College of Pharmacy, Nurs, AS									
Pharmaceutical Sciences			1	2	1	5	0%	0%	17%
College of Sci and Math									
Biological Sciences		1	6	5	2	2	0%	33%	75%
Chemistry & Molecular Biology		1	2	6	4	6	0%	20%	25%
Coatings & Polymeric Materials			1	3		1	0%	N/A	50%
Computer Science		2	2	5	1	5	0%	67%	29%
Geosciences				2	2	2	0%	0%	0%
Mathematics			3	6	2	6	0%	0%	33%
Physics			1	2	3	2	0%	0%	33%
Psychology		1	3	5	2	5	0%	33%	38%
Statistics	1					2	100%	N/A	0%
Total STEM faculty	6	15	43	97	58	85	5.8%	20.5%	33.6%

Appendix C. NSF 12 Indicator Tables

Table 1B. Number and percent of women and men on the tenure and tenure-track faculty in Non-STEM by rank and department. Academic year 2009-2010.

	Number of Women			Number of Men			Percent Women		
	Full	Assoc	Asst	Full	Assoc	Asst	Full	Assoc	Asst
College of AFSNR									
Agribusiness & Applied Econ		1	2	9	3	5	0%	25%	29%
College of AHSS									
Communication	1	1	5	4	1	2	20%	50%	71%
Criminal Justice & Political S		1	4	2	1	2	0%	50%	67%
Emergency Mgt			1	1		1	0%	N/A	50%
English		4	3	3	2	2	0%	67%	60%
Fine Art	1	4	1	4	11	2	20%	27%	33%
History, Philosophy & Religion		1	1	7	1		0%	50%	100%
Modern Languages		2	1		2		N/A	50%	100%
College of Eng & Arch									
Architecture & Landscape Arch		1	5	2	5	5	0%	17%	50%
College of Pharmacy, Nurs, AS									
Nursing	1	1	1				100%	100%	100%
Pharmacy Practice		1	1	2	2		0%	33%	100%
College of Business									
Accounting & Info Systems		2	4	1	3	3	0%	40%	57%
Management and Marketing		1	2	3	6	5	0%	14%	29%
College of HDE									
Apparel, Design & Hosp Mgmt	1	3	5			1	100%	100%	83%
Health, Nutrition & Exercise	1	3	2	2	1	5	33%	75%	29%
Human Dev and Family Science		3	6	1	3		0%	50%	100%
School of Education		1	8	2	3	5	0%	25%	62%
Total Non-STEM Faculty	5	30	52	43	44	38	10.4%	40.5%	58.2%

Appendix C. NSF 12 Indicator Tables

Table 1C. Number of women faculty of color by college on the tenure and tenure-track faculty and non-tenure track in STEM. Academic year 2009-2010.

College	Ethnicity	Tenure/Tenure track			Non-tenure track		
		Full	Associate	Assistant	Full	Associate	Assistant
Agriculture, Food systems, & Natural Resources	Asian			3			
	Black		1				
	White	3	7	14			1
	Not specified			1			
Arts, Humanities, and Social Sciences	White			2			
	Not specified			1			
Engineering and Architecture	Asian	1	1	3			
	White	1	1				
	Not specified						
Pharmacy, Nursing and AS	White			1			
	Not specified						
Science and Mathematics	Asian		2	3			
	White	1	3	15			5
	Not specified						
Total Women Faculty of Color		1	4	9	0	0	0

Appendix C. NSF 12 Indicator Tables

Table 1D. Number of women faculty of color by college on the tenure and tenure-track faculty and non-tenure track in Non-STEM. Academic year 2009-2010.

College	Ethnicity	Tenure/Tenure track			Non-tenure track		
		Full	Associate	Assistant	Full	Associate	Assistant
Agriculture, Food systems, & Natural Resources	Asian			1			
	White		1	1			
	Not specified						
Arts, Humanities, and Social Sciences	Asian			1			
	White	2	13	15			
	Not specified			0			
Engineering and Architecture	White		1	4			
	Not specified			1			
Pharmacy, Nursing and AS	Black		1				
	White	1	1	1		3	15
	Not specified			1			
College of Business	Asian			4			
	White		3	2			
	Not specified						
Human Development and Education	American-Indian			1			
	Asian		1	3			
	White	2	9	16		1	4
	Not specified			1			
Total Women Faculty of Color		0	2	10	0	0	0

Appendix C. NSF 12 Indicator Tables

Table 2A. Number and percent of women and men on the tenure and tenure-track faculty and non-tenure track in STEM disciplines. Academic year 2009-2010.

	Tenured and Tenure Track			Non-Tenure Track			Non-Tenure Track as % of all Women
	Total #	Women #	% Women	Total #	Women #	% Women	
College of AFSNR							
Ag & Biosystem Eng	10	1	10%	1	0	0%	0%
Animal and Range Science	25	7	28%	0	0	N/A	0%
Plant Pathology	11	2	18%	0	0	N/A	0%
Plant Science	37	6	16%	1	1	100%	14%
School of Food Systems	6	2	33%	0	0	N/A	0%
School of Nat Res Sciences	19	5	26%	0	0	N/A	0%
Vet & Micro Science	10	6	60%	0	0	N/A	0%
College of AHSS							
Sociology/Anthropology	9	3	33%	0	0	N/A	0%
College of Eng & Arch							
Civil Engineering	14	1	7%	0	0	N/A	0%
Construction Management & Eng	8	1	13%	0	0	N/A	0%
Electrical & Computer Engineer	16	0	0%	0	0	N/A	N/A
Industrial & Manufacturing Eng	9	2	22%	0	0	N/A	0%
Mechanical Engineering	16	3	19%	1	0	0%	0%
College of Pharmacy, Nurs, AS							
Pharmaceutical Sciences	9	1	11%	0	0	N/A	0%
College of Sci and Math							
Biological Sciences	16	7	44%	1	1	100%	13%
Chemistry & Molecular Biology	19	3	16%	2	2	100%	40%
Coatings & Polymeric Materials	5	1	20%	1	0	0%	0%
Computer Science	15	4	27%	1	0	0%	0%
Geosciences	6	0	0%	0	0	N/A	N/A
Mathematics	17	3	18%	1	0	0%	0%
Physics	8	1	13%	2	0	0%	0%
Psychology	16	4	25%	3	2	67%	33%
Statistics	3	1	33%	0	0	N/A	0%
Total STEM faculty	304	64	21.1%	14	6	42.9%	8.6%

Appendix C. NSF 12 Indicator Tables

Table 2B. Number and percent of women and men on the tenure and tenure-track faculty and non-tenure track faculty in Non-STEM disciplines. Academic year 2009-2010.

	Tenured and Tenure Track			Non-Tenure Track			Non-Tenure Track as % of all Women
	Total #	Women #	% Women	Total #	Women #	% Women	
College of AFSNR							
Agribusiness & Applied Econ	20	3	15%	0	0	N/A	0%
College of AHSS							
Communication	14	7	50%	0	0	N/A	0%
Criminal Justice & Political S	10	5	50%	0	0	N/A	0%
Emergency Mgt	3	1	33%	0	0	N/A	0%
English	14	7	50%	0	0	N/A	0%
Fine Art	23	6	26%	0	0	N/A	0%
History, Philosophy & Rel Stud	10	2	20%	0	0	N/A	0%
Modern Languages	5	3	60%	0	0	N/A	0%
College of Eng & Arch							
Architecture & Landscape Arch	18	6	33%	1	0	0%	0%
College of Pharmacy, Nurs, AS							
Nursing	3	3	100%	10	9	90%	75%
Pharmacy Practice	6	2	33%	15	9	60%	82%
College of Business							
Accounting & Info Systems	13	6	46%	2	0	0%	0%
Management and Marketing	17	3	18%	1	0	0%	0%
College of HDE							
Apparel, Design & Hosp Mgmt	10	9	90%	1	0	0%	0%
Health, Nutrition & Exercise	14	6	43%	1	1	100%	14%
Human Dev and Family Science	13	9	69%	1	1	100%	10%
School of Education	19	9	47%	4	3	75%	25%
Total Non-STEM Faculty	212	87	41.0%	36	23	63.9%	20.9%

Appendix C. NSF 12 Indicator Tables

Table 3A. Tenure review outcomes by gender - STEM Fields

Tenure Reviews Reaching Final Decision 2007-09	# Tenure Reviews		# Tenure Approvals		# Tenure Denials		# Tenure Withdrawals	
	Women	Men	Women	Men	Women	Men	Women	Men
College of AFSNR	3	9	3	9	0	0	0	0
Ag & Biosystem Eng	0	0	0	0	0	0	0	0
Animal & Range Science	0	0	0	0	0	0	0	0
Plant Pathology	0	2	0	2	0	0	0	0
Plant Science	2	6	2	6	0	0	0	0
School of Food Systems	0	1	0	1	0	0	0	0
School of Natural Resources	0	0	0	0	0	0	0	0
Vet & Micro Science	1	0	1	0	0	0	0	0
College of AHSS	0	0	0	0	0	0	0	0
Sociology/Anthropology	0	0	0	0	0	0	0	0
College of Eng & Arch	1	4	1	4	0	0	0	0
Civil Engineering	0	0	0	0	0	0	0	0
Construction Management & Eng	0	0	0	0	0	0	0	0
Electrical & Computer Engineer	0	1	0	1	0	0	0	0
Industrial & Manufacturing Eng	0	1	0	1	0	0	0	0
Mechanical Engineering	1	2	1	2	0	0	0	0
College of Pharmacy, Nurs, AS	0	1	0	0	0	1	0	0
Pharmaceutical Sciences	0	1	0	0	0	1	0	0
College of Sci & Math	4	8	4	7	0	1	0	0
Biological Sciences	1	1	1	0	0	1	0	0
Chemistry & Molecular Biology	1	1	1	1	0	0	0	0
Coatings & Polymeric Materials	0	1	0	1	0	0	0	0
Computer Science	1	1	1	1	0	0	0	0
Geosciences	0	1	0	1	0	0	0	0
Mathematics	0	1	0	1	0	0	0	0
Physics	0	2	0	2	0	0	0	0
Psychology	1	0	1	0	0	0	0	0
Statistics	0	0	0	0	0	0	0	0
Total STEM Fields	8	22	8	20	0	2	0	0

Appendix C. NSF 12 Indicator Tables

Table 3B. Tenure review outcomes by gender - Non-STEM Fields

Tenure Reviews Reaching Final Decision 2007-09	# Tenure Reviews		# Tenure Approvals		# Tenure Denials		# Tenure Withdrawals	
	Women	Men	Women	Men	Women	Men	Women	Men
College of AFSNR	0	2	0	2	0	0	0	0
Agribusiness & Applied Econ	0	2	0	2	0	0	0	0
College of AHSS	6	3	6	3	0	0	0	0
Communication	0	0	0	0	0	0	0	0
Criminal Justice & Political S	1	0	1	0	0	0	0	0
Emergency Mgt	0	0	0	0	0	0	0	0
English	3	1	3	1	0	0	0	0
History & Religion	0	0	0	0	0	0	0	0
Modern Languages	0	0	0	0	0	0	0	0
Music	0	2	0	2	0	0	0	0
Theatre Arts	2	0	2	0	0	0	0	0
College of Eng & Arch	1	0	1	0	0	0	0	0
Architecture & Landscape Arch	1	0	1	0	0	0	0	0
College of Pharmacy, Nurs, AS	1	1	0	1	1	0	0	0
Nursing	1	0	0	0	1	0	0	0
Pharmacy Practice	0	1	0	1	0	0	0	0
College of Business	1	4	0	3	0	1	1	0
Accounting & Info Systems	1	2	0	1	0	1	1	0
Management, Marketing, & Finan	0	2	0	2	0	0	0	0
College of HDE	7	2	6	1	0	1	1	0
Apparel, Design, Facility & HM	1	0	1	0	0	0	0	0
Human Dev & Family Sci	2	0	2	0	0	0	0	0
Health, Nutrition & Exercise	2	1	2	1	0	0	0	0
School of Education	2	1	1	0	0	1	1	0
Total Non-STEM Fields	16	12	13	10	1	2	2	0

Appendix C. NSF 12 Indicator Tables

Table 3C. Promotion Review Outcomes by Gender: Assistant to Associate Professor-STEM Fields by College for 2007-2009.

Promotion reviews reaching final decision 2007 – 2009	# Reviews		# Approvals		# Denials		#Withdrawals	
	Women	Men	Women	Men	Women	Men	Women	Men
College of AFSNR	3	6	3	6	0	0	0	0
Ag & Biosystem Eng	0	0	0	0	0	0	0	0
Animal & Range Science	0	0	0	0	0	0	0	0
Plant Pathology	0	1	0	1	0	0	0	0
Plant Science	2	4	2	4	0	0	0	0
School of Food Systems	0	1	0	1	0	0	0	0
School of Natural Resources	0	0	0	0	0	0	0	0
Vet & Micro Science	1	0	1	0	0	0	0	0
College of AHSS	0	0	0	0	0	0	0	0
Sociology/Anthropology	0	0	0	0	0	0	0	0
College of Eng & Arch	0	1	0	1	0	0	0	0
Civil Engineering	0	0	0	0	0	0	0	0
Construction Management & Eng	0	0	0	0	0	0	0	0
Electrical & Computer Engineer	0	1	0	1	0	0	0	0
Industrial & Manufacturing Eng	0	0	0	0	0	0	0	0
Mechanical Engineering	0	0	0	0	0	0	0	0
College of Pharmacy, Nurs, AS	0	1	0	0	0	1	0	0
Pharmaceutical Sciences	0	1	0	0	0	1	0	0
College of Sci & Math	4	6	4	5	0	1	0	0
Biological Sciences	1	1	1	0	0	1	0	0
Chemistry & Molecular Biology	1	1	1	1	0	0	0	0
Coatings & Polymeric Materials	0	0	0	0	0	0	0	0
Computer Science	1	1	1	1	0	0	0	0
Geosciences	0	1	0	1	0	0	0	0
Mathematics	0	0	0	0	0	0	0	0
Physics	0	2	0	2	0	0	0	0
Psychology	1	0	1	0	0	0	0	0
Statistics	0	0	0	0	0	0	0	0
Total STEM Fields	7	14	7	12	0	2	0	0

Appendix C. NSF 12 Indicator Tables

Table 3D. Promotion Review Outcomes by Gender: Assistant to Associate Professor - Non-STEM Fields by College for 2007-2009.

Promotion reviews reaching final decision 2007 - 2009	# Reviews		# Approvals		# Denials		#Withdrawals	
	Women	Men	Women	Men	Women	Men	Women	Men
College of AFSNR	0	1	0	1	0	0	0	0
Agribusiness & Applied Econ	0	1	0	1	0	0	0	0
College of AHSS	5	2	5	2	0	0	0	0
Communication	0	0	0	0	0	0	0	0
Criminal Justice & Political S	1	0	1	0	0	0	0	0
English	3	1	3	1	0	0	0	0
Emergency Mgmt	0	0	0	0	0	0	0	0
History & Religion	0	0	0	0	0	0	0	0
Modern Languages	0	0	0	0	0	0	0	0
Music	0	1	0	1	0	0	0	0
Theatre Arts	1	0	1	0	0	0	0	0
College of Eng & Arch	1	0	1	0	0	0	0	0
Architecture & Landscape Arch	1	0	1	0	0	0	0	0
College of Pharmacy, Nurs, AS	2	0	1	0	1	0	0	0
Nursing	1	0	0	0	1	0	0	0
Pharmacy Practice	1	0	1	0	0	0	0	0
College of Business	1	3	0	2	0	1	1	0
Accounting & Info Systems	1	1	0	0	0	1	1	0
Management, Marketing, & Finan	0	2	0	2	0	0	0	0
College of HDE	7	2	6	1	0	1	1	0
Apparel, Design, Facility & HM	1	0	1	0	0	0	0	0
Child Development & Family Sci	2	0	2	0	0	0	0	0
Health, Nutrition & Exercise	2	1	2	1	0	0	0	0
School of Education	2	1	1	0	0	1	1	0
Total Non-STEM Fields	16	8	13	6	1	2	2	0

Appendix C. NSF 12 Indicator Tables

Table 3E. Promotion Review Outcomes by Gender: Associate to Full Professor-STEM Fields by College for 2007-2009.

Promotion reviews reaching final decision 2007 - 2009	# Reviews		# Approvals		# Denials		#Withdrawals	
	Women	Men	Women	Men	Women	Men	Women	Men
College of AFSNR	2	11	2	10	0	1	0	0
Ag & Biosystem Eng	0	0	0	0	0	0	0	0
Animal & Range Science	1	2	1	1	0	1	0	0
Plant Pathology	0	1	0	1	0	0	0	0
Plant Science	0	4	0	4	0	0	0	0
School of Food Systems	0	0	0	0	0	0	0	0
School of Natural Resources	1	3	1	3	0	0	0	0
Vet & Micro Science	0	1	0	1	0	0	0	0
College of AHSS	0	0	0	0	0	0	0	0
Sociology/Anthropology	0	0	0	0	0	0	0	0
College of Eng & Arch	1	5	1	5	0	0	0	0
Civil Engineering	1	1	1	1	0	0	0	0
Construction Management & Eng	0	0	0	0	0	0	0	0
Electrical & Computer Engineer	0	0	0	0	0	0	0	0
Industrial & Manufacturing Eng	0	0	0	0	0	0	0	0
Mechanical Engineering	0	4	0	4	0	0	0	0
College of Pharmacy, Nurs, AS	0	1	0	1	0	0	0	0
Pharmaceutical Sciences	0	1	0	1	0	0	0	0
College of Sci & Math	0	3	0	3	0	0	0	0
Biological Sciences	0	0	0	0	0	0	0	0
Chemistry & Molecular Biology	0	1	0	1	0	0	0	0
Coatings & Polymeric Materials	0	0	0	0	0	0	0	0
Computer Science	0	0	0	0	0	0	0	0
Geosciences	0	0	0	0	0	0	0	0
Mathematics	0	1	0	1	0	0	0	0
Physics	0	0	0	0	0	0	0	0
Psychology	0	1	0	1	0	0	0	0
Statistics	0	0	0	0	0	0	0	0
Total STEM Fields	3	20	3	19	0	1	0	0

Appendix C. NSF 12 Indicator Tables

Table 3F. Promotion Review Outcomes by Gender: Associate to Full Professor - Non-STEM Fields by College for 2007-2009.

Promotion reviews reaching final decision 2007 - 2009	# Reviews		# Approvals		# Denials		#Withdrawals	
	Women	Men	Women	Men	Women	Men	Women	Men
College of AFSNR	0	1	0	1	0	0	0	0
Agribusiness & Applied Econ	0	1	0	1	0	0	0	0
College of AHSS	0	3	0	3	0	0	0	0
Communication	0	1	0	1	0	0	0	0
Criminal Justice & Political S	0	0	0	0	0	0	0	0
Emergency Mgt	0	0	0	0	0	0	0	0
English	0	0	0	0	0	0	0	0
History & Religion	0	1	0	1	0	0	0	0
Modern Languages	0	0	0	0	0	0	0	0
Music	0	1	0	1	0	0	0	0
Theatre Arts	0	0	0	0	0	0	0	0
College of Eng & Arch	0	1	0	1	0	0	0	0
Architecture & Landscape Arch	0	1	0	1	0	0	0	0
College of Pharmacy, Nurs, AS	0	1	0	1	0	0	0	0
Nursing	0	0	0	0	0	0	0	0
Pharmacy Practice	0	1	0	1	0	0	0	0
College of Business	0	1	0	1	0	0	0	0
Accounting & Info Systems	0	0	0	0	0	0	0	0
Management, Marketing, & Finan	0	1	0	1	0	0	0	0
College of HDE	0	0	0	0	0	0	0	0
Apparel, Design, Facility & HM	0	0	0	0	0	0	0	0
Human Development & Family Sci	0	0	0	0	0	0	0	0
Health, Nutrition & Exercise	0	0	0	0	0	0	0	0
School of Education	0	0	0	0	0	0	0	0
Total Non-STEM Fields	0	7	0	7	0	0	0	0

Appendix C. NSF 12 Indicator Tables

Table 4A. Years in Rank at the Assistant Professor Level before being promoted to Associate Professor for years 2007-09 in STEM Departments.

	Women			Men		
	3-5 years	6-8 years	9 or more years	3-5 years	6-8 years	9 or more years
College of AFSNR	0	3	0	0	5	0
Ag & Biosystem Eng	0	0	0	0	0	0
Animal & Range Sci	0	0	0	0	0	0
Plant Pathology	0	0	0	0	1	0
Plant Science	0	2	0	0	4	0
School of Food Systems	0	0	0	0	0	0
School of Natural Resources	0	0	0	0	0	0
Vet & Micro Sci	0	1	0	0	0	0
College of AHSS	0	0	0	0	0	0
Sociology/Anthropology	0	0	0	0	0	0
College of Eng & Arch	0	0	0	0	1	0
Civil Engineering	0	0	0	0	0	0
Construction Management & Eng	0	0	0	0	0	0
Electrical & Computer Engineer	0	0	0	0	1	0
Industrial & Manufacturing Eng	0	0	0	0	0	0
Mechanical Engineering	0	0	0	0	0	0
College of Pharmacy, Nurs, AS	0	0	0	0	0	0
Pharmaceutical Sciences	0	0	0	0	0	0
College of Sci & Math	0	4	0	1	3	0
Biological Sciences	0	1	0	0	0	0
Chemistry & Molecular Biology	0	1	0	0	1	0
Coatings & Polymeric Materials	0	0	0	0	0	0
Computer Science	0	0	0	0	0	0
Geosciences	0	0	0	0	1	0
Mathematics	0	0	0	0	0	0
Physics	0	0	0	1	1	0
Psychology	0	2	0	0	0	0
Statistics	0	0	0	0	0	0
Total STEM Fields	0	7	0	1	9	0

Appendix C. NSF 12 Indicator Tables

Table 4B. Years in Rank at the Assistant Professor Level before being promoted to Associate Professor for years 2007-2009 in Non-STEM Departments.

	Women			Men		
	3-5 years	6-8 years	9 or more years	3-5 years	6-8 years	9 or more years
College of AFSNR	0	0	0	0	1	0
Agribusiness & Applied Econ	0	0	0	0	1	0
College of AHSS	2	3	0	1	0	0
Communication	0	0	0	0	0	0
Criminal Justice & Political S	1	0	0	0	0	0
Emergency Mgt	0	0	0	0	0	0
English	1	2	0	1	0	0
History & Religion	0	0	0	0	0	0
Modern Languages	0	0	0	0	0	0
Music	0	0	0	0	0	0
Theatre Arts	0	1	0	0	0	0
College of Eng & Arch	0	1	0	0	0	0
Architecture & Landscape Arch	0	1	0	0	0	0
College of Pharmacy, Nurs, AS	0	0	0	0	0	0
Nursing	0	0	0	0	0	0
Pharmacy Practice	0	0	0	0	0	0
College of Business	0	0	0	0	2	0
Accounting & Info Systems	0	0	0	0	0	0
Management, Marketing, & Finan	0	0	0	0	2	0
College of HDE	0	5	0	1	1	0
Apparel, Design, Facility & HM	0	1	0	0	0	0
Child Development & Family Sci	0	3	0	0	0	0
Health, Nutrition & Exercise	0	1	0	1	1	0
School of Education	0	0	0	0	0	0
Total Non-STEM Fields	2	9	0	2	4	0

Appendix C. NSF 12 Indicator Tables

Table 4C. Years in Rank at the Associate Professor Level before being promoted to Professor for years 2007-2009 in STEM Departments.

	Women			Men		
	3-5 years	6-8 years	9 or more years	3-5 years	6-8 years	9 or more years
College of AFSNR	1	2	0	1	7	0
Ag & Biosystem Eng	0	0	0	0	0	0
Animal & Range Science	0	1	0	0	1	0
Plant Pathology	0	0	0	0	0	0
Plant Science	0	0	0	0	3	0
School of Food Systems	0	0	0	1	2	0
School of Natural Resources	0	0	0	0	0	0
Vet & Micro Science	1	1	0	0	1	0
College of AHSS	0	0	0	0	0	0
Sociology/Anthropology	0	0	0	0	0	0
College of Eng & Arch	1	0	0	2	1	0
Civil Engineering	0	0	0	2	0	0
Construction Management & Eng	0	0	0	0	0	0
Electrical & Computer Engineer	0	0	0	0	0	0
Industrial & Manufacturing Eng	1	0	0	0	0	0
Mechanical Engineering	0	0	0	0	1	0
College of Pharmacy, Nurs, AS	0	0	0	0	1	0
Pharmaceutical Sciences	0	0	0	0	1	0
College of Sci & Math	0	0	0	2	2	0
Biological Sciences	0	0	0	0	0	0
Chemistry & Molecular Biology	0	0	0	0	1	0
Coatings & Polymeric Materials	0	0	0	0	0	0
Computer Science	0	0	0	0	0	0
Geosciences	0	0	0	0	0	0
Mathematics	0	0	0	1	0	0
Physics	0	0	0	0	0	0
Psychology	0	0	0	1	1	0
Total STEM Fields	2	2	0	5	11	0

Appendix C. NSF 12 Indicator Tables

Table 4D. Years in Rank at the Associate Professor Level before being promoted to Professor for years 2007-2009 in Non-STEM Departments.

	Women			Men		
	3-5 years	6-8 years	9 or more years	3-5 years	6-8 years	9 or more years
College of AFSNR	0	1	0	0	0	0
Agribusiness & Appld Econ	0	1	0	0	0	0
College of AHSS	0	0	0	0	2	2
Communication	0	0	0	0	0	0
Criminal Justice & Political S	0	0	0	0	0	0
Emergency Mgt	0	0	0	0	0	0
English	0	0	0	0	0	0
History & Religion	0	0	0	0	1	1
Modern Languages	0	0	0	0	0	0
Music	0	0	0	0	1	0
Theatre Arts	0	0	0	0	0	1
College of Eng & Arch	0	0	0	0	0	0
Architecture & Landscape Arch	0	0	0	0	0	0
College of Pharmacy, Nurs, AS	0	0	0	0	0	0
Nursing	0	0	0	0	0	0
Pharmacy Practice	0	0	0	0	0	0
College of Business	0	0	0	1	0	0
Accounting & Info Systems	0	0	0	0	0	0
Management, Marketing, & Finan	0	0	0	1	0	0
College of HDE	0	0	0	0	0	0
Apparel, Design, Facility & HM	0	0	0	0	0	0
Child Development & Family Sci	0	0	0	0	0	0
Health, Nutrition & Exercise	0	0	0	0	0	0
School of Education	0	0	0	0	0	0
Total Non-STEM Fields	0	1	0	1	2	2

Appendix C. NSF 12 Indicator Tables

Table 5A. Number of voluntary, non-retirement (and non-death) by women and men (and percent of women) on the tenure and tenure-track faculty and non-tenure track in STEM. (2007-2009)

	Tenured and Tenure Track			Research Prof. or Instructor (Non-Tenure Track)			Non-Tenure Track as % of all Women
	Women #	Men #	% Women	Women #	Men #	% Women	
College of AFSNR							
Ag & Biosystem Eng	0	1	0%	0	0	N/A	N/A
Animal & Range Science	0	3	0%	0	0	N/A	N/A
Plant Pathology	0	1	0%	0	0	N/A	N/A
Plant Science	0	2	0%	0	0	N/A	N/A
School of Food Systems	0	0	N/A	0	0	N/A	N/A
School of Natural Resource Sci	1	1	50%	0	0	N/A	0%
Vet & Micro Science	0	0	N/A	0	0	N/A	N/A
College of AHSS							
Sociology/Anthropology	2	0	100%	0	0	N/A	0%
College of Eng & Arch							
Civil Engineering	0	0	N/A	0	0	N/A	N/A
Construction Management & Eng	1	0	100%	0	0	N/A	0%
Electrical & Computer Engineer	1	2	33.3%	0	0	N/A	0%
Industrial & Manufacturing Eng	0	0	N/A	0	0	N/A	N/A
Mechanical Engineering	1	2	33.3%	0	0	N/A	0%
College of Pharmacy, Nurs, AS							
Pharmaceutical Sciences	0	3	0%	0	0	N/A	N/A
College of Sci & Math							
Biological Sciences	0	1	0%	0	0	N/A	N/A
Chemistry & Molecular Biology	0	0	N/A	1	0	100%	100%
Coatings & Polymeric Materials	0	1	0%	0	0	N/A	N/A
Computer Science	1	4	20%	0	0	N/A	0%
Geosciences	0	0	N/A	0	0	N/A	N/A
Mathematics	0	2	0%	0	0	N/A	N/A
Physics	0	1	0%	0	0	N/A	N/A
Psychology	0	0	N/A	0	0	N/A	N/A
Statistics	1	2	33.3%	0	0	N/A	0%
Total STEM Faculty	8	26	23.5%	1	0	100.0%	11.1%

Appendix C. NSF 12 Indicator Tables

Table 5B. Number of voluntary, non-retirement (and non-death) by women and men (and percent of women) on the tenure and tenure-track faculty and non-tenure track in Non-STEM. (2007-2009)

	Tenured and Tenure Track			Research Prof. or Instructor (Non-Tenure Track)			Non-Tenure Track as % of all Women
	Women #	Men #	% Women	Women #	Men #	% Women	
College of AFSNR							
Agribusiness & Applied Econ	1	4	20%	0	2	0%	0%
College of AHSS							
Communication	1	2	33.3%	0	0	N/A	N/A
Criminal Justice & Political S	1	1	50%	0	0	N/A	0%
Emergency Mgt	0	0	N/A	0	0	N/A	N/A
English	0	1	0%	0	0	N/A	N/A
History & Religion	1	0	100%	0	0	N/A	0%
Modern Languages	0	0	N/A	0	0	N/A	N/A
Music	0	0	N/A	0	0	N/A	N/A
Fine Arts	0	2	0%	0	0	N/A	N/A
College of Business							
Accounting & Info Systems	0	0	N/A	0	0	N/A	N/A
Management, Marketing, & Finan	2	4	33.3%	0	0	N/A	0%
College of Eng & Arch							
Architecture & Landscape Arch	1	1	50%	0	0	N/A	0%
College of Pharmacy, Nurs, AS							
Nursing	5	0	100%	0	0	N/A	0%
Pharmacy Practice	1	1	50%	0	0	N/A	0%
College of HDE							
Apparel, Design, Facility & HM	2	1	66.7%	0	0	N/A	0%
Child Development & Family Sci	0	0	N/A	0	0	N/A	N/A
Health, Nutrition & Exercise	1	0	100%	0	0	N/A	0%
School of Education	1	0	100%	0	0	N/A	0%
Total Non-STEM Faculty	17	17	50.0%	0	2	0.0%	0.0%

Appendix C. NSF 12 Indicator Tables

Table 6A. Number and percent of new hires by women and men on the tenure and tenure-track faculty in STEM. (Start Fall 2009)

	Tenured and Tenure Track		
	Women	Men	% Women
College of AFSNR			
Ag & Biosystem Eng	0	2	0%
Animal & Range Science	0	0	N/A
Plant Pathology	0	1	0%
Plant Science	2	0	100%
School of Food Systems	0	0	N/A
School of Natural Resource Sci	2	1	66.7%
Vet & Micro Science	0	0	N/A
College of AHSS			
Sociology/Anthropology	1	1	50%
College of Eng & Arch			
Civil Engineering	0	1	0%
Construction Management & Eng	0	0	N/A
Electrical & Computer Engineer	0	1	0%
Industrial & Manufacturing Eng	0	0	N/A
Mechanical Engineering	1	1	50%
College of Pharmacy, Nurs, AS			
Pharmaceutical Sciences	1	1	50%
College of Sci & Math			
Biological Sciences	1	0	100%
Chemistry & Molecular Biology	1	1	50%
Coatings & Polymeric Materials	0	0	N/A
Computer Science	0	3	0%
Geosciences	0	0	N/A
Mathematics	0	1	0.0%
Physics	0	2	0.0%
Psychology	0	0	N/A
Statistics	0	1	0.0%
Total STEM Faculty	9	17	34.6%

Appendix C. NSF 12 Indicator Tables

Table 6B. Number and percent of new hires by women and men on the tenure and tenure-track faculty in Non-STEM. (Start Fall 2009)

	Tenured and Tenure Track		
	Women	Men	% Women
College of AFSNR			
Agribusiness & Applied Econ	1	2	33.3%
College of AHSS			
Communication	2	0	100%
Criminal Justice & Political S	1	1	50.0%
Emergency Mgt	1	0	100%
English	0	0	N/A
History & Religion	1	0	100%
Modern Languages	0	0	N/A
Music	0	0	N/A
Fine Arts	0	3	0%
College of Eng & Arch			
Architecture & Landscape Arch	1	0	100%
College of Pharmacy, Nurs, AS			
Nursing	1	0	100%
Pharmacy Practice	0	0	N/A
College of Business			
Accounting & Info Systems	0	1	0%
Management, Marketing, & Finan	0	2	0%
College of HDE			
Apparel, Design, Facility & HM	1	1	50%
Human Development & Family Sci	1	0	100%
Health, Nutrition & Exercise	0	1	0%
School of Education	0	0	N/A
Total Non-STEM Faculty	10	11	47.6%

Appendix C. NSF 12 Indicator Tables**Table 7.** Leadership Positions as of Fall 2009.

	Women	Men	% of Women
Central Administration	30	53	36.1%
President	0	1	0%
Vice Presidents	2	5	29%
Associate Vice Presidents	4	6	40%
Assistant Vice Presidents	3	1	75%
Provosts	0	1	0%
Dean/Assoc Dean (not affiliated with an academic	4	3	57%
Director	17	36	32%
College of AFSNR	4	63	6.0%
Tenured Full Professors	3	53	5%
Department Heads/Chairs	0	7	0%
Dean	0	1	0%
Associate Deans	1	2	33%
College of AHSS	4	30	11.8%
Tenured Full Professors	2	23	8%
Department Heads/Chairs	1	6	14%
Dean	0	1	0%
Associate Deans	1	0	100%
College of Business	0	8	0.0%
Tenured Full Professors	0	4	0%
Department Heads/Chairs	0	2	0%
Dean	0	1	0%
Associate Deans	0	1	0%
College of Eng & Arch	2	26	7.1%
Tenured Full Professors	2	20	9%
Department Heads/Chairs	0	5	0%
Dean	0	1	0%
Associate Deans	0	0	N/A
College of HDE	5	9	35.7%
Tenured Full Professors	3	6	33%
Department Heads/Chairs	1	2	33%
Dean	1	0	100%
Associate Deans	0	1	0%
College of Pharmacy, Nurs, AS	4	7	36.4%
Tenured Full Professors	1	4	20%
Department Heads/Chairs	0	2	0%
Dean	0	1	0%
Associate Deans	3	0	100%
College of Sci & Math	2	43	4.4%
Tenured Full Professors	1	34	3%
Department Heads/Chairs	1	8	11%
Dean	0	1	0%
Associate Deans	0	0	N/A
Total Leadership Positions	51	239	17.6%

Appendix C. NSF 12 Indicator Tables

Table 8. University Distinguished and Endowed Professorships and Awards

	University Distinguished Professor*		Chamber Distinguished Professor *		Odney Award*		Waldron Award*		Peltier Award*		Engberg Endowed Professor*		Gehrts Endowed Professor**		Hogoboom Endowed Professor**	
	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M
College of AFSNR		3						1								1
College of AHSS	1	1		1	1								1			1
College of Business										1						
College of Eng & Arch	1					1			1							
College of HDE										1						
College of Pharmacy, Nurs, AS																
College of Sci & Math		3		2		1		2				3		2		1
Total	2	7	0	3	1	2	0	3	1	2	0	3	1	2	0	3

*Awarded every year (reported for years 2007, 2008, 2009); **Awarded every other year (reported for years 2003,2005,2007)

Appendix C. NSF 12 Indicator Tables

Table 9. College Promotion and Tenure Committees

	Women	Men	% of Women
College of AFSNR	0	7	0%
College of AHSS	2	4	33.3%
College of Business	1	2	33.3%
College of Eng & Arch	1	6	14.3%
College of HDE	3	3	50%
College of Pharmacy, Nurs, AS	1	2	33.3%
College of Sci & Math	1	4	20%
Total	9	28	24.3%

Appendix D. Titles and Dates of FORWARD-Related Articles in It's Happening at State

Date	Headline
May 12, 2010	Mid-career mentoring program applications sought
May 6, 2010	Climate and gender equity research grant information session planned
April 29, 2010	FORWARD members appoint five advocates
April 29, 2010	Four inducted into tapestry
April 29, 2010	NDSU FORWARD Members Present at National Conference
April 28, 2010	FORWARD to help faculty prepare for promotions
April 22, 2010	FORWARD plans presentation about preparing for promotion to full professor
April 8, 2010	FORWARD plans panel discussion on full professorships
March 31, 2010	Leap Lab Renovation Grants available from FORWARD
March 31, 2010	Froelich receives FORWARD Leadership Development Award
March 19, 2010	Advance FORWARD awards mentoring grants
February 26, 2010	FORWARD offers graduate student opportunities
February 26, 2010	ADVANCE FORWARD to offer workshops and pedagogical luncheon
February 2, 2010	FORWARD Advocate applications sought
January 28, 2010	Second annual Darwin Days planned
January 28, 2010	Information session planned for FORWARD Leap Research Grant
January 21, 2010	FORWARD to offer mentoring workshops
January 7, 2010	Enger and Hodge receive Advance FORWARD research grants
January 7, 2010	FORWARD open house scheduled
December 2, 2009	FORWARD holds lecture and workshops
November 9, 2010	Advance FORWARD seeking grant applications for three grant programs
November 9, 2009	Chesler to present equity lecture and workshops
October 29, 2009	Office of Multicultural Programs plans 2009 American Indian heritage events
October 22, 2009	Advance FORWARD plans promotion and tenure lecture
October 22, 2009	Distinguished professor presents equity lectures
October 8, 2009	FORWARD announces Leap Research Grant Award recipients
September 10, 2009	NDSU Advance FORWARD to sponsor lectures that address gender equity
August 14, 2009	NDSU community invited to FORWARD lectures
June 26, 2009	Reed named assistant dean
June 22, 2009	College of Graduate and Interdisciplinary Studies names assistant dean (Wolf-Hall)
June 18, 2009	FORWARD plans Climate and Gender Equity Research Grant information session

Appendix E. Program/Event Participation Data

Number of Women and Men tenure-line faculty participated in *at least one* Advance FORWARD event. Academic year 2009-2010.

College	Women Faculty			Men Faculty			All Faculty		
	Participated	Total	Percent Women Participated	Participated	Total	Percent Men Participated	Participated	Total	Percent Faculty Participated
AFSNR	12	32	38%	22	116	19%	34	148	23%
AHSS	22	34	65%	17	57	30%	39	91	43%
Business	1	8	13%	7	22	32%	8	30	27%
Eng & Arch	5	13	38%	22	71	31%	27	84	32%
HD & E	14	32	44%	7	23	30%	21	55	38%
Pharmacy, Nurs, AS	3	4	75%	4	12	33%	7	16	43%
Sci and Math	12	23	52%	27	84	32%	39	107	36%
Total	69	146	47.3%	106	385	27.5%	175	531	33.0%

Appendix E. Program/Event Participation Data

Number of Women and Men tenure-line faculty participated in Advance FORWARD event. Academic year 2009-2010.

Events	Overall Attendance			Attendance by College																						
				AFSNR			AHSS			Eng & Arch			Pharmacy, Nurs, AS			Sci and Math			Business			HD & E				
	W	M	T	W	M	T	W	M	T	W	M	T	W	M	T	W	M	T	W	M	T	W	M	T		
Virginia Valian Deans	2	1	3				1		1						1											
Virginia Valian Heads	4	21	25		6	6		2	2	1	1	2		1	1		2	7	9		4	4		1	1	
Chair Training Event	4	44	48		11	11		1	4	5		8	8	1	2	3	1	11	12		6	6		1	2	3
Mark Chesler Deans	1	2	3				1		1								1	1								
Mark Chesler Heads	2	11	13		1	1		1	2	3		1	1		1	1		6	6					1	1	
Joey Sprague Deans, Heads, Chairs	3	15	18				2	2	4						2	2		9	9		2	2		1	1	
Virginia Valian Lecture 2	25	37	62	4	9	13	6	8	14	3	6	9		1	1		7	6	13	1	6	7	4	1	5	
Virginia Valian Faculty	7	13	20	2	2	4	4	5	9	1	2	3					3	3						1	1	
Virginia Valian Women Faculty	15		15	3		3	5		5	2		2					4		4					1	1	
Hult Lecture	30	21	51	1	2	3	13	5	18	3	3	6		1	1		3	10	13	1		1	9		9	
Carlson Lecture	23	23	46	2	4	6	8	5	13	2	4	6		1	1		4	8	12	1		1	6	1	7	
Dana Britton Lecture	23	19	42	2	1	3	6	5	11	3	3	6					5	9	14	1		1	6	1	7	
Mark Chesler Lecture	18	38	56	2	8	10	8	5	13	2	3	5		2	2		2	13	15		6	6	4	1	5	
Mark Chesler Male Faculty		15	15		3	3		8	8		2	2					1	1						1	1	
Joey Sprague PTE	9	5	14	1		1	4		4	1	1	2	1		1		1	4	5	1		1				
Joey Sprague Lecture	32	28	60	4	9	13	12	2	14	3	9	12	1	1	2		9	5	14		1	1	3	1	4	
Full Professorship Panel	20	17	37	2	3	5	8	2	10	2	3	5	1	1	2		3	5	8				4	3	7	

Key: W, number of Women faculty; M, number of Men faculty; T, total number of Women and Men faculty.